



USAID
FROM THE AMERICAN PEOPLE

USAID AND SUSTAINABLE TOURISM: MEETING DEVELOPMENT OBJECTIVES



June 2005

This publication was produced for review by the United States Agency for International Development. It was prepared by the Natural Resources Information Clearinghouse.

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The Natural Resources Information Clearinghouse

Is funded by the U.S. Agency for International Development
(BIOFOR IQC: LAG-1-00-99-00014-00, Task Order 09)

and

Is implemented by
Chemonics International Inc.
Environment International
PA Government Services
Virginia Polytechnic Institute and State University

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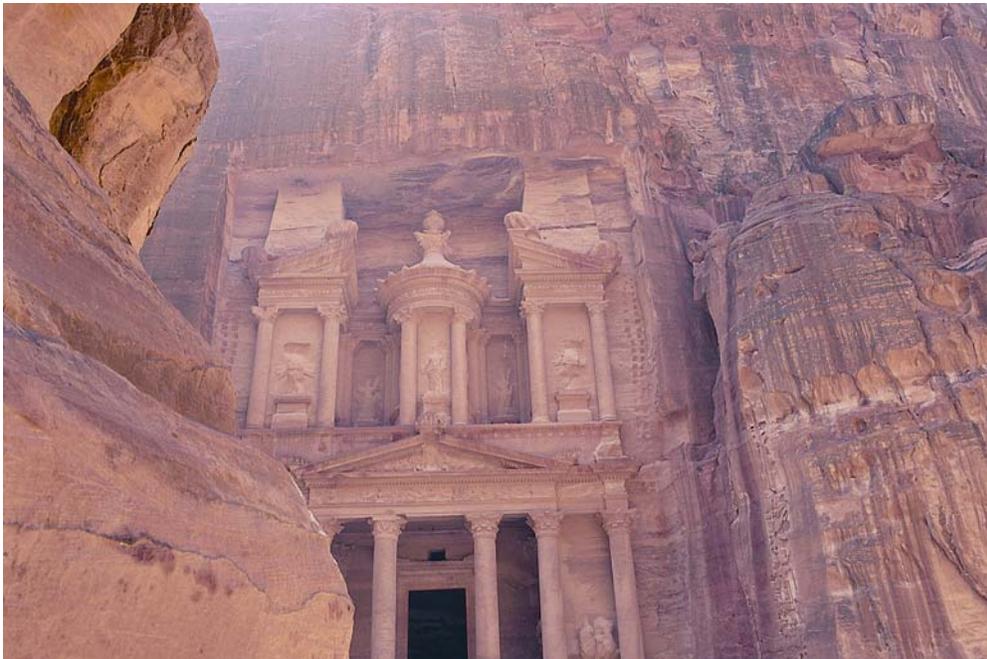
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Cover Photo: CAD Project

ACRONYMS

AECI	Spanish Agency for International Cooperation
AMIR	Market-Friendly Initiatives and Results Program
ARD	Associates in Rural Development
AWF	African Wildlife Foundation
BCEG	Biodiversity Conservation and Economic Growth
BIOFOR	Biodiversity and Sustainable Forestry
CARPE	Central African Regional Program for the Environment
CBEP	Community-Based Ecotourism Project
CBNRM	Community Based Natural Resource Management
CCI	Croatian Competitiveness Initiative
CIDA	Canadian International Development Organization
CMP	Coastal Management Partnership
CRC	Coastal Resources Center
CSD7	United Nations Commission on Sustainable Development
CWIP	Coastal Water Quality Improvement Project
DANIDA	Danish International Development Agency
DANTEI	Development Assistance Network for Tourism Enhancement and Investment
DfID	British Department for International Development
EAST	Environmental Audits for Sustainable Tourism
EGAT	Economic Growth, Agriculture and Trade
FORIG	Forestry Research Institute of Ghana
GDA	Global Development Alliance
GDP	Gross Domestic Product
GEF	Global Environmental Facility
GIS	Geographic Information System
GTB	Ghana Tourist Board
GTZ	German Technical Cooperation
GWU	George Washington University
ICM	Integrated Coastal Management
IDB	Inter-American Development Bank
IDC	Italian Development Cooperation
IFC	International Finance Corporation
ILO	International Labor Organization
IMF	International Monetary Fund
IQC	Indefinite Quantity Contract
IUCN	World Conservation Union
JHTA	Jamaica Hotel and Tourist Authority
JTB	Jordanian Tourist Board
LIFE	Living in a Finite Environment
MET	Minister of Environment and Tourism
MICE	Meetings, Incentives, Conferences, and Exhibits
NACOBTA	Namibian Community-Based Tourism Association
NACSO	Namibian Association of CBNRM Support Organizations
NBSSI	National Board of Small Scale Industries
NCRC	Nature Conservation Research Center
NETSAP	National Ecotourism Strategy and Action Plan
NEW Group	National Ecotourism Working Group

NGO	Nongovernmental Organization
NOAA	National Atmospheric and Oceanic Association
NRM	Natural Resources Management
PDMG	Portland Destination Management Group
PGRC	Plant Genetics Resource Center
PiP	Parks in Peril
R2RW	Ridge to Reef Watershed Project
SDC	Swiss Agency for Development and Cooperation
SME	Small- and Medium-sized Enterprise
SNV	Netherlands Development Organization
SO	Strategic Objective
TBNRM	Transboundary Natural Resources Management
TCMP	Tanzania Coastal Management Partnership
TIES	The International Ecotourism Society
TMT	Tourism Management Teams
TNC	The Nature Conservancy
UNCTAD	United Nations Conference on Trade and Development
UNDP	United Nations Development Program
UNEP	United Nations Environment Program
UNESCO	United Nations Educational, Scientific and Cultural Organization
URI	University of Rhode Island
USAID	United States Agency for International Development
USDI	U.S. Department of Interior
WCS	Wildlife Conservation Society
WID	Women in Development
WSSD	World Summit on Sustainable Development
WTO	World Tourism Organization
WTTC	World Travel and Tourism Council



The National Treasury Building at Petra, Jordan

I. INTRODUCTION

Increasingly over recent years, USAID missions have queried USAID/Washington bureaus and offices about how to use sustainable tourism to help achieve the Agency's core development objectives.

In response to the growing demand for information, USAID's Offices of Natural Resources Management (NRM) and Women in Development (WID), along with the Regional Bureau for Africa, have embarked on a program to help missions design and implement sustainable tourism activities to achieve biodiversity conservation, natural resources management, economic growth, and poverty reduction and to address other important cross-cutting issues such as gender equity, health, and local governance.

This paper provides an overview and broad understanding of tourism's contribution to the world economy, and its existing and potential use to address global development issues. It describes ongoing initiatives by international organizations and U.S. federal agencies, and offers a more detailed synopsis of USAID's recent portfolio of projects that have addressed tourism either as a primary objective or as a sub-component of another objective. Some of these projects have been selected for further analysis to highlight various interventions, their outcomes, reasons for success, and lessons learned. The report provides examples of methods and tools that have been used successfully to enhance the design, execution, monitoring, and evaluation of sustainable tourism related projects. Lastly, it identifies and assesses additional opportunities and provides recommendations for future Agency endeavors.

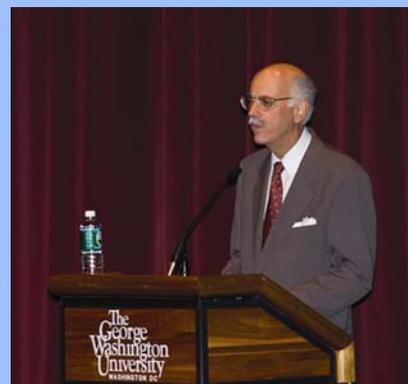
The sustainable tourism industry in developing countries remains largely nascent, with international donor agencies using tourism as a tool for many, sometimes conflicting, development objectives, and a multiplicity of purposes. This summary is not intended to be exhaustive but rather provides insight into USAID's tourism portfolio during the initial four years of this millennium and serves as a general prelude to the Agency's sustainable tourism training modules for mission staff.

Annex 1 and 2 include profiles for each of the selected USAID projects cited in the text. Annex 3 contains useful sources of reference for additional information on sustainable tourism.

Sustainable Tourism Policy Forum

USAID participated in the World Tourism Organization's Tourism Policy Forum in October 2004, with a keynote presentation by USAID Administrator Andrew S. Natsios.

The first of its kind, the conference brought together representatives from donor agencies, developing countries, and civil society to discuss how sustainable tourism can help fuel economic growth in developing countries. It attracted more than 400 participants and observers from 52 countries, including 20 tourism ministers or top-level government officials.



USAID Administrator Andrew S. Natsios presented USAID's approach to sustainable tourism, noting the importance of community involvement and capacity building.

II. SUSTAINABLE TOURISM AND DEVELOPMENT

This chapter discusses the state of sustainable tourism in terms of the development industry at large, including the world economy and international development goals. This is followed by a brief discussion of the World Tourism Organization's explanation of sustainable tourism, as well as international initiatives in the sector.

A. Tourism and the World Economy

Tourism, in all of its forms, is arguably the largest industry in the world, having grown rapidly and almost continuously for the last 20 years. Estimates for 2004 indicate that the travel and tourism sector will generate a combined gross domestic product (GDP) of about \$1,542 billion and 74 million jobs directly, while the broader travel and tourism economy (which also includes indirect impacts) is expected to total \$4,218 billion — equivalent to more than 10 percent of the world's GDP — and account for 215 million jobs, or 8 percent of the world's employment. Moreover, an annual real growth rate of 6 percent in total demand is forecast for the next ten years (World Travel and Tourism Council 2004).

The growth of the international tourism industry has been particularly important to poorer countries. Between 1990 and 2000, international tourism receipts increased 49 percent in European Union countries and 64 percent in countries within the Organization for Economic Cooperation and Development, as compared with 133 percent in developing countries and 154 percent in the smaller subset of least developed countries. During that decade, the developing countries increased their relative share of international tourist arrivals from 25 to 42 percent. During the current decade (2000–2010), the World Tourism Organization (WTO) forecasts that the number of international visitor arrivals will grow five



Bulgarians in traditional costume performing a folk dance

times more rapidly in developing countries than in more established destination markets such as Europe and North America (WTO 2004).

Tourism receipts have become critically important to the balance of payments and economic welfare of many poorer countries. In 2000, for example, tourism was the second highest combined source

of foreign exchange earnings, behind only petroleum industry exports, for the 49 least developed countries (WTO 2002).¹

Because of this rapid growth, many developing nations increasingly regard tourism as key to their pursuit of economic growth and request that development assistance agencies give it higher priority in their programs. The agencies have become more interested because of the sector's potential to help achieve many of their own development goals. Tourism provides opportunities to diversify a local economy and support the formation of micro- and small enterprises, many of which are owned by women. These enterprises promote better lives for poor entrepreneurs, especially in rural areas where few other livelihood options may exist. Tourism is generally labor intensive and requires differing levels of skills and training, thus employing a relatively higher proportion of women and youth than most other sectors. It introduces technology and basic infrastructure and strengthens linkages with the outside world. If wisely planned, tourism can improve local governance, natural resources management, biodiversity conservation, and other important development goals.

B. Tourism and International Development Goals

The impetus for many of the current initiatives in tourism and international development stems from Agenda 21, a comprehensive program of action for attaining “sustainable development” in the 21st century. The agenda was adopted by more than 180 national governments at the United Nations Conference on Environment and Development in Rio de Janeiro in 1992.

Certain themes provide the foundation for the program, at least three of which are relevant to this paper. The first is the need for partnerships between the public and private sectors. A second is the need to maintain quality of life without compromising the future well-being of the people or the planet. A third theme is the need to establish systems to integrate economic and environmental accounting, with an emphasis on preserving environmental sustainability. Since then, many countries have adopted the concept of sustainability as a fundamental development policy.

In 1995, the tourism industry took action to further define the relevancy of Agenda 21 with regard to its own activities. The World Travel and Tourism Council (WTTC), World Tourism Organization (WTO), and the Earth Council jointly launched an initiative entitled *Agenda 21 for the Travel and Tourism Industry: Towards Environmentally Sustainable Development*, which presents a plan of action for achieving sector goals.²

At the 7th Session of the United Nations Commission on Sustainable Development (CSD7) in 1999, increased emphasis was placed on the economic and social aspects of sustainable development, especially in relation to poverty reduction. The Commission urged governments to “maximize the potential for tourism for eradicating poverty by developing appropriate strategies in cooperation with all major groups, indigenous and local communities” (Drafting Group on Tourism and Sustainable Development, UN CSD7, April 1999. WTO 2002).

This theme was emphasized by the 49 least developed countries in a 2001 conference held in Gran Canaria, Spain. The ensuing *Canary Islands Declaration on Tourism in the Least Developed Countries* states that “for a large majority of least developed countries, tourism development can be an avenue to increase participation in the global economy, alleviate poverty, and achieve socio-economic progress” (Third United Nations Conference on the least developed countries, UN General Assembly

¹ Only three countries — Angola, Equatorial Guinea, and Yemen — had significant petroleum exports.

² <http://www.wttc.org/promote/agenda21.htm>.

A/CONF.191/BP/4, April 5, 2001), in addition to reducing gender inequality and protecting natural and cultural heritage.

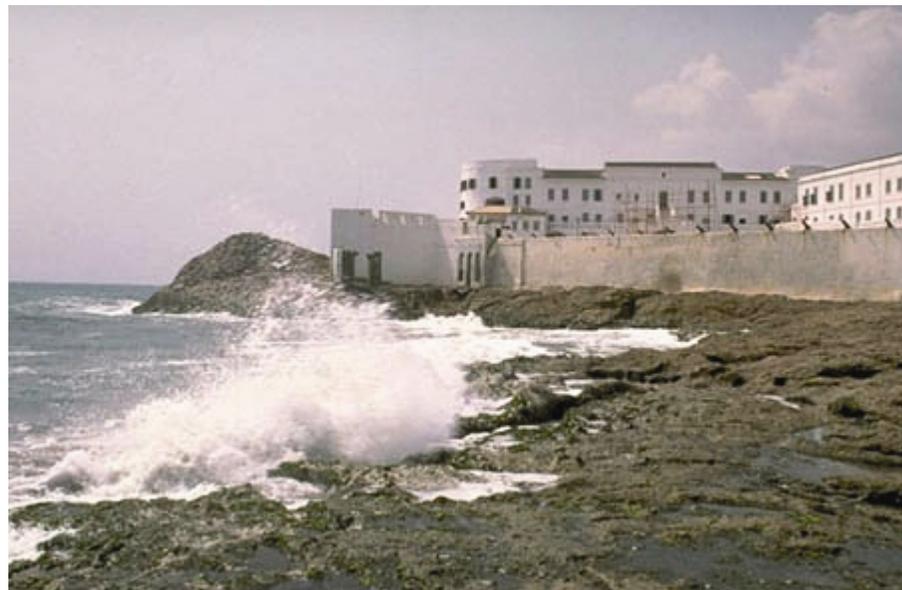
In the International Year of Ecotourism, and ten years after the Rio Earth Summit, the World Summit on Sustainable Development (WSSD) was held in Johannesburg in 2002. Its purpose was to assess progress toward achieving Agenda 21, as well as to set priorities, targets and timetables for the UN Millennium Development Goals that were passed unanimously by Member States in September 2000.³ These eight goals focus on achieving sustainable development through poverty eradication and address issues such as gender equality, health, environmental sustainability, and a global development partnership.

WSSD's priority goal is to halve the number of people living in extreme poverty and hunger by 2015. Considering that an estimated one-sixth of the world's population — approximately 1.2 billion persons, comprising mostly women and children — currently live in such conditions, this is an ambitious goal. It is one, however, that is being actively pursued by the international development assistance community. Given that twelve countries account for 80 percent of the targeted population, 11 of which have a significant and growing tourism sector,⁴ it is widely acknowledged that alleviating poverty will rely increasingly upon growth in the tourism sector.

C. What is Sustainable Tourism?

The World Tourism Organization defines “tourism” as comprising the activities of persons traveling to and staying in places outside their usual environment for not more than one consecutive year for the purpose of leisure, business, and other purposes. As such, it includes all reasons for travel — business trips, visits to relatives, and vacations — and domestic as well as international tourism.

The term “sustainable tourism” can mean different things to different people, often according to the perspective of the individual stakeholder. The private tourism industry views it largely in economic and marketing terms: How can the tourism market be sustained and grow in the long term? The local community may see it in terms of socioeconomic benefits and cultural preservation: How can tourism help sustain a community and its culture rather than degrade them?



A former slave trading fort in Ghana

An environmental nongovernmental organization (NGO) would present more of an ecological perspective: How can tourism help to sustain, rather than mar, natural systems?

³ UN General Assembly resolution 55/2, September 8, 2000. See <http://www.developmentgoals.org/>.

⁴ The twelve countries are Bangladesh, Brazil, China, Ethiopia, India, Indonesia, Kenya, Mexico, Nepal, Nigeria, Peru, and the Philippines. Department for International Development, United Kingdom, 1999.

Until recently, the WTO defined “sustainable tourism” as follows:

Sustainable tourism development meets the needs of present tourists and host regions while protecting and enhancing opportunities for the future. It is envisaged as leading to management of all resources in such a way that economic, social, and aesthetic needs can be fulfilled while maintaining cultural integrity, essential ecological processes, biological diversity, and life support systems. (World Tourism Organization 1998)

At the March 2004 meeting of its Committee on Sustainable Development of Tourism, the WTO agreed to revise its definition to better reflect the sustainability issues in tourism that emanated from the WSSD. The new conceptual definition, according to the WTO, emphasizes the balance between environmental, social, and economic aspects of tourism; the need to implement sustainability principles in all segments of tourism; and global aims such as poverty reduction.

The new “sustainable development of tourism conceptual definition” is as follows:

Sustainable tourism development guidelines and management practices are applicable to all forms of tourism in all types of destinations, including mass tourism and the various niche tourism segments. Sustainability principles refer to the environmental, economic, and socio-cultural aspects of tourism development, and a suitable balance must be established between these three dimensions to guarantee its long-term sustainability. Thus, sustainable tourism should:

1. Make optimal use of environmental resources that constitute a key element in tourism development, maintaining essential ecological processes, and helping to conserve natural heritage and biodiversity.
2. Respect the socio-cultural authenticity of host communities, conserve their built and living cultural heritage and traditional values, and contribute to inter-cultural understanding and tolerance.
3. Ensure viable, long-term economic operations, providing socioeconomic benefits to all stakeholders that are fairly distributed, including stable employment and income-earning opportunities and social services to host communities, and contributing to poverty alleviation.

Sustainable tourism development requires the informed participation of all relevant stakeholders, as well as strong political leadership to ensure wide participation and consensus building. Achieving sustainable tourism is a continuous process and it requires constant monitoring of impacts, introducing the necessary preventive and/or corrective measures whenever necessary.

Sustainable tourism should also maintain a high level of tourist satisfaction and ensure a meaningful experience to the tourists, raising their awareness about sustainability and promoting sustainable tourism practices amongst them. (<http://www.world-tourism.org/sustainable/top/contents.htm>)

The new version makes some important points: sustainability should be sought in all landscapes, whether urban or rural, in traditional resort or eco-camp; community acceptance, engagement, and benefit are critical; and the “uniqueness of place” is protected to the fullest extent feasible.

D. International Initiatives in Sustainable Tourism

Since the passage of the United Nations’ Millennium Development Goals in 2000, major multilateral and bilateral aid programs have focused increasingly on poverty reduction. Also, increasingly, attention has been paid to using the potential of tourism to achieve this objective. With the notable exception of the

European Community, however, donor agencies have for the most part not demarcated stand-alone programs but rather have incorporated sustainable tourism as a tool in achieving broader goals.

Major new initiatives have been introduced by the current U.S. Government administration, for example, that are designed to stimulate economic growth and promote good governance. During the past two years, the Millennium Challenge Account has progressed from announcement to initial implementation, with the first 16 countries selected in May 2004. Its purpose is to provide special assistance to “threshold” countries — those that have demonstrated a commitment to economic growth and poverty reduction — through a compact that provides for continuous improvement and performance. It is anticipated that some of these candidate countries will likely identify tourism as one of the sectors for funding assistance.



An outdoor restaurant in Jamaica

USAID’s Global Development Alliance (GDA) is supporting alliances that bring new partners, innovations, and resources of governments, businesses, and civic society by forging public-private partnerships to improve the quality and extent of assistance through creative approaches and more effective problem-solving. GDA provides the opportunity of assembling powerful, targeted partnerships to address some of the issues and challenges facing tourism.

In recent years, USAID has reorganized to more closely reflect new initiatives and programs. Three new pillar

bureaus have been established, relating to Economic Growth, Agriculture and Trade (EGAT), Democracy, Conflict and Humanitarian Assistance, and Global Health. The EGAT Bureau, especially, serves as the major arm for economic growth, poverty reduction, and the environment, helping equip institutions and people with the knowledge and skills to build equitable and sustainable economies and societies. It is expanding its capacity to provide support mechanisms that are more responsive to the needs of USAID missions. For example, in addition to the development of sustainable tourism training modules, a new private-sector competitive strategy, as well as a financial sector strategy for development programs, is being designed to provide missions with better tools. The recent formation of an ad hoc group within EGAT, focusing on sustainable tourism and having affiliations with other donor assistance agencies, has significantly enhanced the Agency’s capability to pool expertise and resources.

III.

USAID'S SUSTAINABLE TOURISM PORTFOLIO

During the beginning four years of this millennium, USAID has implemented nearly 100 projects in 72 countries that specifically relate to the tourism sector or employ tourism as a component to achieve other, broader objectives (see Table 1. below). While all the projects address economic growth and poverty reduction issues, their emphasis varies according to different USAID regional priorities. In sub-Saharan Africa, for instance, projects relating to community-based natural resources management are common. In Latin America, many projects have focused on biodiversity conservation through the creation and strengthening of national parks and reserves. Projects directly pertaining to growth of the overall economy are prevalent in Europe and Eurasia, while Asia and the Near East have several projects that address the competitiveness aspects of the tourism sector. Unfortunately, since the large majority of tourism-related activities is embedded within broader programs, related funding levels are impossible to ascertain with any accuracy.

Table 1. Number of USAID Projects with a Tourism Component by Major Development Objective, 2000-2004

Region	Major Development Objective				
	Tourism Sector Specific	Natural Resources Management	Biodiversity Conservation	Economic Development	TOTAL
Sub-Saharan Africa	3	14	7	4	28
Asia and Near East	11	5	2	3	21
Europe and Eurasia	1	1	3	7	12
Latin America and Caribbean	3	9	21	4	37
TOTAL	18	29	33	18	98

One of USAID's primary goals is the promotion of economic growth and improvement of livelihoods by assisting and empowering local populations. As such, a number of recent projects directly address strengthening local economies through a cluster-based competitiveness approach, reflecting the need for supportive and integrative mechanisms to weave tourism into the larger economy.

A. Economic Growth

The cluster-based competitiveness approach is widely used, with total initiatives by 2004 amounting to close to \$58 million in 26 countries. The concept is that product quality, international competitiveness, and hence sustainability, increase as linkages and synergies in a local economy become stronger and more dynamic. Several clusters are normally chosen within a country, with tourism increasingly selected as an area of focus.

USAID began its first large-scale cluster-based competitiveness approach in Lebanon in 1998, focusing on agriculture and tourism. Although an economic boom had been stimulated by foreign investment on the part of major hospitality firms, it was considered unlikely that this boom would continue without a

broader, proactive strategy for sustainable tourism in the country. Activities initiated to date include a national marketing venture, hospitality worker training, rural tourism development initiatives such as creating a forum for tourism industry stakeholders and identifying priorities, and an integrated marketing and packaging plan for the Chouf region.

The Sri Lanka Competitiveness Initiative (Annex 2.H) is a broad-based program working with several industry clusters including ceramics, coconut fiber, jewelry, and tourism.

The tourism cluster was formed in April 2000, with a primary objective to develop and implement a strategy for industry competitiveness that would increase average tourism expenditures and position Sri Lanka as a recognized destination for sustainable, differentiated products and services. Ecotourism was introduced as a new approach to broadening the tourism market, and a self-funding, private sector-led Tourism Promotion Authority was created.

Other examples of competitiveness initiatives include Mongolia (with a portfolio of clusters relating to cashmere and tourism), the Dominican Republic (horticulture, traditional tourism, and ecotourism), Croatia (wood products and tourism), and Bulgaria (ecotourism and traditional tourism).

These initiatives are locally driven by the private sector itself, not USAID, through a participatory strategic planning process. Critical to success is a recognition that companies need to collaborate in order to compete. Since all of the projects are recent, it is still too early to fully gauge their long-term level of success. As with most other development mechanisms, the competitiveness approach will take time to lead to substantial economic growth.

A logical and close extension to a competitiveness initiative approach is destination management. A tourism destination can be described as a place or region that provides a uniqueness of place, product, and experience. A sustainable tourism destination — the type that USAID strives to support — is a place or region that remains competitive in a global market through adequate planning, development, packaging, and delivery to the most appropriate client markets, while maintaining (or preferably enhancing) the environmental integrity and community well-being of that destination.

To name a few such initiatives, USAID funding has enabled Sri Lanka to develop tourism destination marketing. Additional destination markets, including the Red Sea and Eastern Desert regions, have been given technical assistance so that Egypt can complement its traditional archaeological market in the Nile Valley to help alleviate growth pressures along that corridor. The Rila National Park in Bulgaria (Annex 2.A) has established a centralized destination management center to serve the tourism industry with regional hotel reservations, marketing, and coordination of activities.



Diving among the coral in the Red Sea (Egypt)

THOMAS JUNDT

An interesting next step is now in progress in Jamaica (Annex 2.D), where a relatively poor area, Portland Parish, is seeking international certification through Green Globe as an environmentally responsible destination. This effort is being implemented through a local, public-private affiliation that represents all segments of the community, with full support from the Jamaican government.

The Jamaican program, like the recent Egyptian Environmental Policy Program, exemplifies an integrated project approach. All three projects in USAID/Jamaica's environment portfolio — the Environmental Audits for Sustainable Tourism (EAST) project, the Coastal Water Quality Improvement Project (CWIP), and the Ridge to Reef Watershed Project (R2RW) — have combined efforts to provide an overall environmental management platform for assistance in attaining destination status. This effort is also an example of cross-sector support within USAID for achieving related objectives.

Agency projects that have embraced tourism as a component for supporting economic growth range from a bed and breakfast network in Armenia to a tourism marketing Web site for Mongolia to a new national tourism strategy for Jordan (Annex 2.E) that was adopted officially in September 2004. Even with the single focus of promoting economic growth, tourism has proven to be a versatile and useful tool for reducing poverty.

While supporting economic growth and competitiveness is important, it is also critical to help protect and enhance the natural resources that the world's poor rely on. Many of USAID's tourism activities are capitalizing on increasing interest among travelers in niche markets to promote projects that support more widely applicable community-based natural resources management, and biodiversity protection objectives.

B. Natural Resources Management and Biodiversity Conservation

Because many of the world's poor depend on the environment for their livelihoods — through agriculture, forestry, or fisheries — much of the Agency's work focuses on sustainable use of natural resources in four areas: land resources management, biodiversity, forestry, and water. Sustainable tourism is often used as a mechanism to further this work by improving management and generating increased revenue, as shown in the following examples.

Since the mid-1980s, several countries, including Botswana, Namibia, Zambia, and Zimbabwe, have initiated community-based natural resources management (CBNRM) programs. The intent has been rural empowerment, local governance, community income, wildlife conservation, and biodiversity protection.

Two-thirds of Namibia's 1.7 million people live in impoverished rural areas and depend on natural resources for their economic well being. Severe droughts and heavy poaching in the country caused wildlife numbers to drop dramatically in the 1980s, with adverse consequences for tourism enterprises and ecosystem stability. In 1993, with USAID and World Wildlife Fund assistance, newly enacted legislation allowed communities to have rights over wildlife if community members could meet the standards to register as a conservancy (a type of community-based management institution). Once conservancies were established, the community received assistance in adopting effective game management practices, negotiating with the private sector, and benefiting from tourism revenues. As a result, wildlife numbers have increased significantly, and many communities derive income from handicraft sales, trophy hunting contracts, and game meat distributions. Some 31 communal area conservancies now exist, with an additional 10 approaching registration and 40 more in the process of formation. These activities were undertaken under Namibia's Living in a Finite Environment (LIFE) project (see Annex A.6). Wildlife tourism continues to be a central means to diversify the country's economy and has become Namibia's third highest contributor to GDP.

In Kenya, through the Conservation of Resources through Enterprise program, USAID and its partners help local communities learn to manage natural resources and implement enterprises that provide local benefits. Conservation areas, named “group ranches,” have been established that have substantially improved habitats previously overgrazed and badly degraded. Through ecotourism facilities within the group ranches, and women’s groups engaged in related enterprises, the communities are receiving revenues to provide not only for their personal well-being, but also to develop community facilities such as clinics.

The Community Based Ecotourism Project (CBEP) in Ghana juxtaposes natural resources management, cultural and historic preservation, and community livelihood enhancement. Fourteen ecotourism sites, encompassing wildlife sanctuaries, artisan markets, and sacred cultural sites, are developed and promoted through the CBEP program (Annex A.3). Project interventions include placement of directional signs, construction and retrofitting of interpretive centers and park facilities, trail rehabilitation, biodiversity inventories, hospitality and entrepreneurial trainings, mass marketing, and furnishing emergency equipment and office supplies. Numerous community development projects have benefited from the revenue of these ecotourism sites, including the construction of a primary school, academic scholarships, and the international promotion of female artisan cooperatives and their handicrafts.

The Greater Limpopo Transboundary Natural Resources Management (TBNRM) Initiative straddles the borders of Mozambique, South Africa, and Zimbabwe. Its purpose is to increase collaboration among the three countries for the sustainable management of shared resources to achieve social and economic development for communities within the region. It is planned that tourism-related activities will play an important role to further sustainable resources management and community welfare.

In Jordan, USAID, the Global Environmental Facility (GEF), and other donors have partnered with the Royal Society for the Conservation of Nature (a Jordanian NGO) to implement a community-based approach to achieve protected area management and poverty reduction in rural areas. Tourism services and nature-based craft enterprises have been established in the Dana Nature Reserve in southern Jordan, the Azraq Oasis in the Eastern Desert, and the Mujib Reserve next to the Dead Sea and Wadi Rum. More than 3,000 residents are receiving direct or indirect benefits. The initiative has also greatly assisted biodiversity conservation through the establishment and management of protected areas and enforcement of wildlife laws.

Many of the 1.2 billion people worldwide living in extreme poverty (less than \$1 per day) depend on forests for some part of their livelihood. Yet, forest management plans approved by concerned governments cover only six percent of forested areas in developing countries as compared with 89 percent in developed countries. Through non-sustainable harvesting practices, the world’s forests have lost millions of acres. Even within many proclaimed protected areas, enforcement too rarely occurs.

To combat this substantial loss of often pristine habitat, the President’s Initiative Against Illegal Logging, led by the U.S. Department of State, was launched in July 2003. USAID’s Forestry Team has a lead coordinating role in identifying new, appropriate activities to support this and other initiatives that strengthen local governance through community-managed forestry operations and greater biodiversity protection. Nature-based tourism can contribute positively toward such protection through heightened awareness of biological resources and the generation of alternative income-producing opportunities.

The Agency supports nature-based tourism as part of its biodiversity conservation programs in more than a dozen countries worldwide. In Kenya, Madagascar, Nepal, and Tanzania, and through the Regional Office in Thailand, for example, USAID has supported integrated conservation and development activities to promote new livelihoods in Africa and Asia, including nature tourism-based employment, as alternatives to encroachment into protected national parks for hunting, logging, and farming.

The Central American *Paseo Pantera* (“Panther Walk”) has helped establish national nature tourism councils in Guatemala and Honduras to involve local communities and tourism enterprises. The councils also enlist international conservation organizations as advisors to promote green, self-sustaining tourism activities.



USAID/GHANA

A walkway connects a rainforest canopy in Ghana

The Parks in Peril (PiP) Program began in 1990 as an urgent effort by USAID and The Nature Conservancy to safeguard the most imperiled natural ecosystems, communities, and species in the Latin America and Caribbean Region. The Program builds local capacity to conserve and manage biodiversity in threatened national parks and reserves of global biological significance. Since 1990, PiP has initiated consolidation activities in 45 conservation areas on about 40 million hectares in 17 countries in Latin America and the Caribbean. On-site protection is ensured for

an array of major habitats, natural communities, and species in some of the most biologically rich and threatened ‘hot spots’ in the world. As its core strategy, PiP strengthens local partner organizations at these sites, building a sustainable capacity to conserve biological diversity. One example of a Parks in Peril success is Panama’s Darien Biosphere Reserve, where community forest management practices have improved while generating income through nature-based cultural tourism.

Other recent initiatives, such as conservation of the Mountain Gorilla Habitat Conservation Project in Africa, hold promise for future nature-based tourism activities. The gorilla is listed on the World Conservation Union/International Union for the Conservation of Nature and Natural Resources (IUCN) Red List of Threatened Species, with its habitat overlapping some of the poorest and most conflict-ridden areas of the world. As a consequence, direct anthropogenic threats for the gorilla include loss of habitat through rapid agricultural expansion, slaughter for meat, and the demand for live specimens overseas. Despite these circumstances, signs of hope remain. The mountain gorilla populations in Rwanda, the Democratic Republic of Congo, and Uganda have increased by 10 percent during the past 10 years (from 320 to approximately 355 individuals). USAID and its partners are promoting regional conservation approaches with an emphasis on transboundary coordination, anti-poaching, community participation, economic alternatives such as ecotourism, research, and habitat conservation. Two years of USAID gorilla conservation funding has contributed to the successful establishment and recognition of the Tayna Gorilla Reserve in eastern Democratic Republic of the Congo. Tayna, now officially a private nature reserve and tourist destination managed by local communities, has quickly become a model system in the region for successful community-based conservation.

Coastal resource management and conservation projects in various parts of the world are helping address existing problems as well as prevent future ones. The Quintana Roo area of the Yucatan Peninsula in Mexico has been adversely affected by tourism and associated growth, as well as by port and industrial facilities. Coral reefs, wetlands, and mangroves have been harmed, resulting in beach erosion and subsequent property damage. A joint USAID/Government of Mexico project provided capacity-building in coastal management to conserve critical coastal ecosystems. The approach focused on integrated coastal management (ICM) and the introduction of low-impact tourism. The project promoted participatory co-management, particularly in mariculture and tourism. The Xcalak National Marine Park (17,000 hectares) was established in 2000. The introduction of “no-take” zones and ecological land use ordinances has caused the fish population to rebound. Community extension activities and environmental education have been conducted on a regional basis to promote ICM and low-impact tourism.

In Tanzania, a coastal management partnership (CMP) program was implemented to establish effective coastal governance (Annex 2.I). Environmental issues include coral reef destruction and coastal erosion, overfishing, loss of mangrove forests, and overuse of the commons. A 50 percent decline in the local prawn catch, for example, has occurred in recent years despite a doubling in trawling effort. In 1998, some 80,000 tons of coral were mined illegally in two regions of the country for lime production. Non-sustainable practices such as these have, not surprisingly, negatively affected the welfare of poor coastal communities.

The CMP, which facilitates a participatory, collaborative, and transparent process for public and private stakeholders to conserve and develop coastal ecosystems, addresses improved management of Tanzania’s coastal and wildlife resources. In 2003, coastal tourism investment guidelines were developed together with a tourism management plan for the Kilwa district. Overall, approximately 12 percent of the country’s GDP and more than 150,000 jobs come from the tourism sector.

Under the CMP, natural resources management is promoted through consortia, community outreach, and reward incentives such as the Community Environmental Award Scheme, which is currently implemented in 20 districts. Other ongoing initiatives include the development of nature clubs, “train the trainer” workshops, and negotiation of profitable, conservation-based, economic partnerships between nine rural communities and the private sector.

On Olango Island in the Philippines, USAID funding helped establish a thriving ecotourism industry. Prior to this development, livelihood alternatives for the approximately 100 families living in the fishing village of Suba were becoming fewer. Fishermen, faced with dwindling catches, often resorted to the illegal use of cyanide to supply the tropical fish aquarium market. Coral reefs were being destroyed by dynamite fishing. A series of workshops was held for community members that explored the possibility of creating a profitable tourist destination based on the presence of an important migratory bird flyway. The Olango Birds and Seascape Tour is now cooperatively managed by 55 local families. Agency support was able to be phased out by the end of the year 2000 because of the success of this community enterprise.

In 1991, Ghana’s 360-hectare Kakum National Park was established. Considered a biodiversity hotspot, the park serves as a refuge for several endangered species, including the forest elephant, Diana monkey, and the bongo. An innovative tourist attraction, the Kakum Canopy Walkway, opened in 1995. The “Hidden Connections” interpretive display promotes conservation by educating park visitors about the importance of rainforests and how to protect them. Within six years of its inception, the park was receiving 40,000 tourists annually, generating more than \$75,000 for park maintenance and community development.

Tourism can play a role in historic and cultural preservation. The Kakum National Park circuit includes several forts for slave-trade purposes, dating from the 15th century, that are classified as historical World Heritage sites. In collaboration with Conservation International, USAID has recently undertaken a project that renovated facilities with tourism potential and installed interpretive facilities at Cape Coast and Elmina “castles,” as these forts are called. These sites now rank among the most important destinations for Afro-American visitors to the continent.

Also, the Heritage House and Ato Austin Memorial Gardens, which has housed the British Governor, the subsequent Ghanaian Government, a hospital, and a private residence, has been restored to its original design. This building is an important destination in Ghana, particularly for domestic visitors. Handcrafted signs and walking tours lead tourists through this historically vibrant region. A training program was undertaken to help local people become public- and private-sector tourism professionals engaged in familiarization tours, support of local festivals, and the preparation of brochures and maps.

As reflected in several of these projects relating to both economic growth and natural resources management, the provision of funding support, public awareness, and training for community groups and individuals is often crucial to a project’s success in meeting such cross-cutting objectives as gender equity and health.

C. Cross-cutting Objectives

Tourism-related activities have been instrumental in advancing USAID’s strategic objectives of gender equity and promoting women’s role in the development process. For example, in Tanzania, a group of village women formed the Naisho Women’s Group (“naisho” means “increase” or “multiply” in Maasai) to work toward preserving their culture and alleviating gender inequality and poverty. Seeking to capitalize on a newly paved road to a wildlife corridor, Naisho established the Esilalei Cultural Boma in 1999 to bring dollars to the village. In 2001, USAID and the African Wildlife Foundation (AWF) began working with Naisho on community-based approaches to natural resources management. The women were trained to diversify and raise the quality of their handicrafts. In 2003, an Agency-funded permanent hut for handicraft sales was opened. As a result, Naisho’s annual income increased sharply from \$400 in 2001 (when USAID support began) to



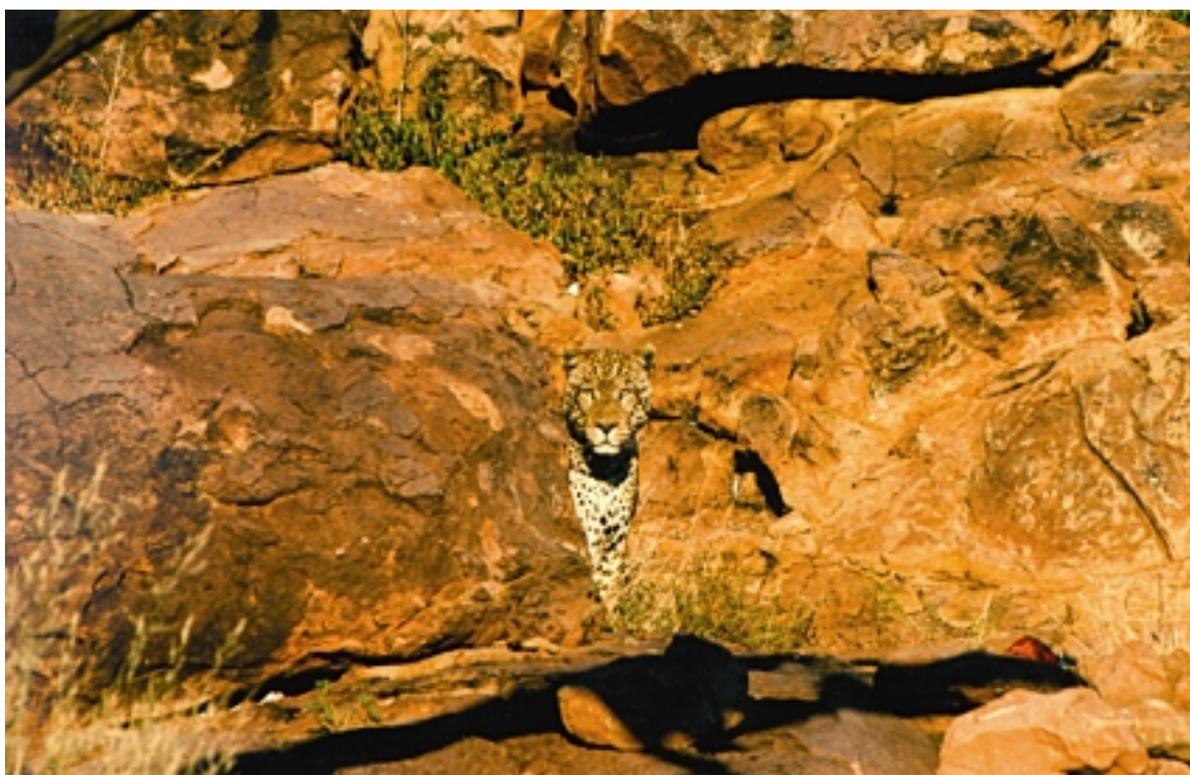
An indigenous woman in Colombia

CAID PROJECT

\$2,050 in 2003. While appearing small, these earnings are helping to bring development to the village. The future for Naisho looks even brighter. The AWF successfully negotiated with the road contractor to have one of three required public toilets sited directly adjacent to the Boma, together with a speed bump that will slow traffic. The rest stop encourages people to visit the handicraft center and other local facilities, thereby generating tourism revenue for the Naisho.

Micro-funding is extremely important for many women attempting to establish their own enterprises, since traditional forms of funding may not be accessible. Such funding is especially important to tourism-related activities, which rely more heavily than most other sectors on smaller-scale businesses, where women excel. Operating through more than 500 implementing partners in 2003, USAID served a record 5.6 million poor clients through loans for micro-enterprises and other purposes valued at \$1.3 billion. Some 94 percent of all loans were repaid on time, 65 percent of the clients were women, and 55 percent of the loans were held by very poor clients. More than 3.1 million microentrepreneurs received business development services from Agency-assisted institutions, resulting in improved market access, productivity, and earnings. While the share of this funding specifically pertaining to tourism-related activities is impossible to ascertain, it is regarded as significant.

Tourism initiatives typically contain strong training and education components to help local populations acquire new job skills and adapt to changing local economies. Necessary skills such as hospitality, marketing, tour guiding, small business skills, public negotiations, and scientifically-based conservation techniques are cross-sector themes in tourism training. More than 20 ongoing USAID tourism projects integrate training and capacity building into the project model. During the 1990s, the Botswana Natural Resources Management Program supported the Ministry of Education in enhancing conservation-based education through teacher-education workshops and the revision of primary school curricula. Other workshops addressed community mobilization, enterprise development, and natural resources monitoring. These workshops led to a national conference on community-based natural resources management in July 1999.



JONATHAN SIMONCHEMONICS

Desert rocks camouflage a leopard in Namibia

Additional examples of enhanced training opportunities come from Ghana, Tanzania, and Jordan. Ghana's Tourism Capacity Development Initiative improved the capacity, quality, and performance of the tourism industry through training in marketing and product development, human resources development (including technical training for tour guides), and institutional capacity development. Train-the-trainer conferences have been held in Tanzania for accomplishing institutional capacity-building among such local conservation organizations as 'Roots and Shoots' and Malihai. In Jordan, a grant to the tourism board facilitated a series of workshops on crisis management for an industry adversely impacted by conflict in the Middle East.

Complementing the cross-sector projects that affect women in development and education are projects that positively affect human health. As an example, the Andasibe-Matadia National Park in Madagascar was established to protect a 13,075 hectare area that is inhabited by the rare Indri Indri lemur. Revenues from the park have enabled schools and health clinics to be constructed on the park's periphery. Consequently, the rate of primary school education has tripled, and infant mortality rates have declined, along with chronic diseases such as malaria and diarrhea. In addition, 50 percent of the park's user fees are dedicated to funding micro-projects such as animal husbandry, benefiting the economic welfare of local communities.

Mexico's Strategic Planning and Monitoring for Conservation and Sustainable Development project is an impetus for biodiversity conservation, natural resources management, local governance, and gender equity in Chiapas, Mexico. Selva Lacandona, rich in biodiversity, including many keystone and endemic species, is imperiled by large-scale timber extraction, monoculture export crops, and oil and mineral development. To maintain ecological homeostasis, tourism is being promoted as an alternative economic activity. Within this context, USAID has partnered with Conservation International on four ecotourism projects in the region. The primary objectives of this project are to produce a regional conservation strategy and monitoring system for the Lacandon Region of Chiapas and to train indigenous peoples in protected areas management.

One programmatic approach of particular note for tourism in Selva Lacandona is the importance of incorporating gender equity issues within the context of tourism initiatives. Decision-making capability, income generation, capacity building, mitigating sexual exploitation, and environmental health risks for women are necessary components of emerging tourism initiatives.

IV. LESSONS LEARNED

Lessons learned through trial and error in the field become the basis of best practices for future projects. Valuable insights can be gained by comparing the original design and intent of a project with the actual outcome. A mission's working documents contain much of this information, including preliminary assessments, statements of work, periodic evaluation reports, and financial and assistance plans. Unfortunately, few of these documents were available for discussion in this paper. Thus, the various interventions, approaches, and mechanisms discussed below are reviewed in more general terms.



Main ceremonial complex at Palenque (Mayan archaeological site) in Mexico

The experiences of USAID and other development assistance agencies indicate that sustainable tourism does not simply happen. It requires an overall strategy and detailed planning, with a host of supporting mechanisms including public-private partnerships, enabling legislative and institutional reforms, training and public education, infrastructure and technology, often finance and credit systems that reach down to the poorer members of the community, and continuous monitoring and evaluation.

Tourism is a potent form of development and can be intrusive, with the potential to affect almost every aspect of life in the host destination, for better or worse. If planned inadequately or unwisely, the results may include an increase in corruption and displacement of societal norms and traditions, alienation, prostitution and HIV/AIDS, overburdened infrastructural systems, destruction of fragile terrestrial and marine habitats, and damage to cultural and archaeological sites. The benefits to local inhabitants may be fleeting, leaving behind an environment that inhibits other forms of livelihood. A belief that tourism “can take care of itself” is risky and may well be unfounded. In fact, USAID interventions include not only helping develop tourism in its initial phases, but also mitigating the environmental impacts of more advanced stages of poorly planned and executed tourist development, especially in coastal zones.

A. Problem Diagnosis and Design

An understanding of the parameters and characteristics of the tourism industry is essential for evaluation and planning purposes. The sector is generally defined as a network of inter-related businesses (e.g., out-bound and in-bound tour operators; air, ground, and sea transport; accommodation, tour guide, and related service providers) packaged for leisure or business travelers. Tourism businesses also require a series of support services and products (including food distribution, access, communications and other infrastructure, education, and training services) that are only partially dependent on the core tourism activities to operate as tourism is generally a seasonal industry. This interdependent network must function as a system if the tourism industry is to be competitive. If the project design process fails to acknowledge this reality, the destination will not be able to support a significant industry or sustain it in the long term.

The private sector leads tourism with a predominance of small- and medium-sized enterprises. Profit margins are usually tight, especially in the mass market packaging of “sun, sea, and sand.” Customer requirements are paramount and tour operators are cautious about adopting new destinations and enterprises. Hence, tourism boards and other mechanisms (certifications, standards) frequently are necessary for bridging the gap between a business in the destination and the intermediary and ultimate customer in the originating market. The role of the public sector ideally is to enable a rational use of resources through sound planning, and provide a clear legal and supporting institutional framework for the operation of businesses and the provision of basic community services. The participation and inclusion of all of these entities, from the initial planning stages through implementation, is critical to the success of any tourism-related project.

Initially, a pre-feasibility assessment of the strengths, weaknesses, opportunities, and threats is undertaken, normally by the mission, to explore issues such as the relevancy, feasibility, compatibility, and potential contribution of tourism to a particular objective. As the German Technical Cooperation agency (GTZ) has pointed out, even if the intervention is feasible, it may only be justifiable if it results in specific, desired effects (German Technical Cooperation 1999). Is control or promotion of tourism the primary issue? Is the area appropriate for sustainable tourism, including the existence of stakeholder capability and institutional willingness? If tourism is not already present within an area, caution is warranted. There very well may be a reason for its absence.

Numerous factors need to be considered, not only at the local but also the regional and national levels. Regardless of the innate qualities of a destination, are the existing institutional, financial and legal framework, policies, and practices favorable for tourism development. If not, how difficult would they be to change? Do national or regional tourism plans or strategies exist? With regard to the project’s economic feasibility, does the national tourism industry have sufficient knowledge and access to capital and international contacts? What level of transportation service exists between potential origin markets and the destination? How many stopovers in travel are required? What are the prevailing or perceived safety and health issues? What is the target tourist market, and will it garner international tour operator interest and participation?

The initial assessment generally should cover the level of effort and cost required, the overall benefits resulting from the development, and appraisal criteria. Various scenarios, or options for action, should be explored; if they appear promising, a tourism consultant should undertake a detailed assessment. Attention should be paid to the potential disruption of traditional livelihoods such as fishing and farming.

At this stage, consideration should also be given to the many policy instruments that can be employed by a donor agency. At the national level, policies, strategies, and coordinating mechanisms may be required. The size of the endeavor needs to be determined. For example, community-based ecotourism projects may need a minimal size for wildlife habitat to succeed. Various institutional strengthening and capacity building exercises may provide the necessary expertise for newly founded, small, private businesses, as well as organizations such as community groups and NGOs, to succeed. Then additional areas — marketing, financing, infrastructure support, tenure, and local governance — should be explored. Tourism, especially the sustainable type, needs careful steering by both public and private sectors, but especially at the design and feasibility stage.

B. Project Implementation

Failed projects frequently are based on inadequate feasibility and weak or non-existent detailed assessments, leading to an overly optimistic appraisal of the potential market. The capabilities of the target groups can also be overestimated. In its self-assessment of tourism-related projects, GTZ states that

a willingness to participate does not substitute for skills normally gained through training. Other potential pitfalls include a lack of clarification and specificity of stakeholders' roles, resulting in problems once the donor agency turns over a project; an absence of supporting resources, usually caused by a false belief that sustainable tourism needs little assistance; inadequate funding for operations and maintenance, especially with regard to parks and reserves; the exclusion of relevant private sector interests that can provide valuable expertise and market contacts; a labor force that cannot take on qualified jobs; and difficulties with communities that have a low level of internal organization (German Technical Cooperation 1999). As with any other conduit for economic growth, tourism can produce varying levels of earnings within a community, resulting in tensions and conflict.

Although the industry is private-sector led, government can play a pivotal role in tourism's success. As with most donor assistance agencies, tourism-related responsibilities are spread among diverse departments such as environment, culture, infrastructure, and transportation. By providing cross-sector, supporting linkages, a government can avoid many of the pitfalls of tourism planning and development. Ideal situations are perhaps those of South Africa and Namibia, where the environment and tourism are linked directly through a common governmental agency. A major concern for many less developed countries should be to ensure that the tourism industry is adequately provided for, despite lacking a single institutional voice.

A review of recent USAID projects illustrates a known concept that the more integrated the design and implementation, the better their chance for success. Initiatives such as integrative destination management, USAID programs working in tandem to complement each other, and the cluster-based competitive approach, seem to create the level of effort and linkage for the necessary momentum to be achieved.

C. Monitoring and Evaluation

Many USAID projects strive to attain varying and commonly overlapping development objectives. Sustainable tourism is usually perceived as merely a tool to achieve poverty alleviation, gender equality, and improved health conditions. Unless a project is directed specifically at the tourism sector, it is difficult to determine the actual level of funding associated with a tourism related activity, let alone to undertake any financial appraisal or accounting.

Good monitoring and evaluation are exceptionally useful for estimating not only the achievements made during a project, but also as tools for continued evaluation after the donor agency's involvement has ended. Accurate baseline information needs to be collected at the diagnosis and design stage for the indicators to be used, together with the anticipated results and project costs for each objective. Unfortunately, all too frequently, reliance on anecdotal evidence is required to judge whether or not a project has succeeded in meeting its objectives. Longer-term projects such as the Community Based Natural Resources Program in Namibia display what can be done in measuring project results, where detailed information continues to be gathered relating to increases in wildlife numbers and a concomitant improvement in the well-being of involved rural communities.

V.

NEW TRENDS AND OPPORTUNITIES

Recent international initiatives, such as the Millennium Development Goals, continue to emphasize the need for a comprehensive campaign against poverty. Community based tourism initiatives appear to have had significant success in this area. A combination of micro-credit financing and training will certainly continue to be essential to poverty-focused investment. Generally, however, the design of projects that deliberately target net benefits for the poorest needs to be further evaluated and explored.

Tourism market niches are constantly proliferating, providing new opportunities for interventions in both urban and rural environments. For example, in recognition of “urban centers as cradles of civilization, socio-political progress and examples of co-existence between diverse cultures,” Planeta.Com began organizing for the first “International Urban Ecotourism Conference” in October, 2004 (Planeta.Com 2004). At the other end of the spectrum, certain market niche tour operators are providing tourist experiences with more remote indigenous communities – some more sensitively than others. In March of 2005, the Journeys of Expression IV Conference: Tourism, Carnival and Folklore was held in Dubrovnik, Croatia (Picard 2004). Medical, culinary, adventure, educational, religious and other forms of tourism are all widely gaining recognition as distinct industry subsectors.

The complexity and range of the tourism sector will undoubtedly provide opportunities for numerous donor agency interventions in the future. The development of additional tools, such as geo-tourism initiated by the National Geographic Society, and SAVE⁵ Experiential Travel by the George Washington University School of Business, will also help to better define and target those tourists who would be interested in such market niche activities.

In addition to international tourism, the domestic tourism market is rapidly growing in importance in several of the world’s largest countries, including China and India. In certain ways, domestic tourism may be preferable to its international counterpart. Cultural and societal disharmony could be lessened; economic linkages strengthened through business growth for local hotels, restaurants and other facilities; growth of local income through creation and marketing of handicrafts and other locally manufactured goods; and global pollution levels hopefully decreased. Domestic tourism is also less susceptible to international security concerns.

Whether domestic or international in origin, projected increases in tourism over the coming decades will have a significant impact upon destinations, contributing to economic development, but also to consequent deterioration of natural systems and their protective functions. In many places around the world, the Agency’s focus has already moved towards remediation and mitigation of adverse impacts to the environment, as well as to pollution prevention and clean technologies. For example, Integrated Coastal Management (ICM) is being utilized to help restore impaired nearshore environments, often using



Alpine meadow and mountains in Bulgaria

GERGANA PAVLOVA

⁵ SAVE caters to the scientific, academic, volunteer, and educational tourist markets.

mariculture and sustainable tourism as key building tools. Additional opportunities exist to use such approaches, together with proactive planning and full cost accounting initiatives, for ameliorating the increasing impacts of floods, hurricanes, earthquakes and other natural disasters on particularly vulnerable communities and systems, such as coastal tourism destinations.

VI. RECOMMENDATIONS

Poorly planned tourism can be extremely destructive to its surrounding environment, cultures and economies. Over-dependence on any single industry is risky to a local economy, potentially leading to marked seasonal fluctuations and longer term downturns. Undertaken wisely, and carefully guided from project diagnosis through design and implementation, tourism's multi-faceted attributes can be woven to support many different Agency programs and objectives. With the increase in projected tourist travel over the next decade, however, even greater attempts will need to be made to ensure that the natural and human communities at tourism destinations remain "sustainable," and not spoiled by being "loved to death."



Coastal landscape in Honduras

STEVEN SWIERENGA

Based upon lessons learned from previous projects undertaken by USAID and other development assistance agencies, a shortlist of recommendations for tourism development is presented below.

- Clarify the specific goal(s) to be achieved by a tourism-related intervention. Often, goals that are vague or multi-focused are not achievable, not measurable for replication, and/or can lead to unintended results.
- Have realistic expectations regarding the funding and duration required to achieve the proposed intervention. Even a well-designed project will fail if either of these is underestimated. Private initiative must drive investments.
- Prior to implementation, undertake a rigorous feasibility study, with input from the tourism sector (consultant and operator). This helps ensure that the intervention is financially feasible and is demand (not supply) driven.
- Select the most applicable performance indicators to assess the intervention. With an intervention that is designed to address poverty reduction, for example, one of the indicators selected might be the number of additional tourism industry jobs created. Many of these jobs, however, may be marginal or not assist certain segments of the community. More useful, perhaps, for assessment purposes, would be to measure the number of permanent versus seasonal jobs, and the number of women employed within those categories. Frequently, gathering such additional information requires minimal extra effort.
- Wherever feasible, utilize an integrated, destination management approach that incorporates not only natural resource considerations such as watershed ("Ridge to Reef") planning, but also

community involvement through prior informed consent and participation in benefits. This approach incorporates sensitive land use planning and management, relating to the type and location of tourism and supporting infrastructure, to maximize community benefit and minimize environmental degradation and damage from extreme natural events.

- Engage your partners, including the affected community, private sector, NGO's, and host government at all levels. Each will have a unique perspective, agenda and contributions that must be taken into consideration for project success.
- Ensure that the intervention receives the necessary enabling support at various public and private sector levels. Business climates must be supported that allow for contract enforcement and asset tenure while being positive for local communities and ecosystems. Even a local intervention usually requires support at the regional, national and international levels. Tourism is largely dependent on public/private partnerships. Community projects are significantly aided by the business acumen of the private sector; if a project is not profitable, it is not self-sustaining.
- Build human resource capacity to ensure on-going benefits. Community involvement alone is insufficient. Training is needed to provide the necessary skills, and education is necessary to protect the environment.
- Learn from the mistakes of others. Literally thousands of tourism related projects have been undertaken by USAID and other entities within the international development community alone. One of the most promising recent actions in the international tourism arena was the call for cooperation (made at the October 2004 World Tourism Organization Sustainable Tourism Policy Forum) by USAID, several European development assistance agencies, World Bank and the Inter-American Development Bank, to more comprehensively share their respective development experiences, as well as work more closely together in the field. This level of collaboration conceivably holds significant promise to produce the most effective results, from limited resources, to the benefit of all.

A Multiple-Win Project in Namibia

Namibia's Living in a Finite Environment (LIFE) Project is not only improving livelihoods and strengthening local governance, but is also directly benefiting the environment. Two-thirds of the country's 1.8 million people live in impoverished rural areas and are dependent upon natural resources for their economic well being. Severe droughts and heavy poaching in the 1980's caused wildlife numbers to decline dramatically, adversely impacting tourism enterprises and ecosystem stability.

In 1993, with support from USAID and the World Wildlife Fund, new legislation allowed communities rights over wildlife provided that community members could meet the standards to register as a conservancy (a type of community-based management institution). Once a conservancy was established, the community received assistance in adopting effective game management practices, negotiating with the private sector, and benefiting from tourism revenues.

As a result, wildlife numbers have increased significantly, and many communities derive income from handicraft sales, trophy hunting contracts, and game meat distribution. More than 80 communal area conservancies — covering close to eight million hectares of land — either now exist or are in various stages of formation. Wildlife tourism continues to be a central means to diversify the country's economy, and has become Namibia's third highest contributor to GDP.



Spitzkoppe Mountain, known as the "Matterhorn of Namibia"

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ANNEXES

1. Summary of Project Profiles

2. Selected Project Profiles

- A. Bulgaria
- B. Croatia
- C. Ghana
- D. Jamaica
- E. Jordan
- F. Mexico
- G. Namibia
- H. Sri Lanka
- I. Tanzania

3. Sources for Additional Information on International Tourism and Development

ANNEX 1.

SUMMARY OF PROJECT PROFILES

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Bulgaria-Biodiversity Conservation and Economic Growth	<ul style="list-style-type: none"> ▪ Promote corollary benefits in capacity building, decentralization, small- and medium-sized enterprise (SME) development and competitiveness, natural resources management, market access, and export development ▪ Develop revenue source for national park buffer communities ▪ Increase citizen participation in public policy decision making 	<ul style="list-style-type: none"> ▪ For NRM, focus on eco-enterprise development, conservation funding, management plans, and improving public awareness of biodiversity conservation ▪ Help with sustainable tourism policy and national/regional action plans delivered through public-private partnerships 	<ul style="list-style-type: none"> ▪ Developed indicators to measure the success and impacts of ecotourism on the rural landscape. Indicators monitor social and economic conditions as well as impacts to community and to natural environment. ▪ Hire University of Sofia Tourism Department to assist with baseline and ongoing data collection. ▪ Developed a monitoring handbook. 	<ul style="list-style-type: none"> ▪ Include all stakeholders from early planning phases on with a bottom-up strategy important ▪ Create an enabling national environment (policy, regulation and national market promotion) ▪ Promote publicity at national and local levels to educate government and local communities ▪ Create links with local government planning and decentralization important ▪ Provide long-term technical support ▪ Focus initially on domestic markets will facilitate a global agenda ▪ Emphasize international networking and product development 	<ul style="list-style-type: none"> ▪ Developed Ecotourism Monitoring Guidebook to support rural ecotourism ▪ Implemented management plans for 3 protected areas ▪ Developed 12 Ecotourism Destination Action Plans ▪ Conducted national ecotourism market strategy ▪ Institutionalized Endowed Protected Areas Fund ▪ Produced manual for ecotourism product development ▪ Distributed multi-media CD, websites, publication and education materials

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Croatia-Industry Clusters	<ul style="list-style-type: none"> ▪ Conduct SME assessment with stakeholders; create workshops benchmarks ▪ Focus on high value tourism with low profit leakage, marketing, product branding, human capacity building, legal and regulatory reform, economies of scale ▪ Provide direct support to wood and tourism clusters ▪ Base regulatory reform on incentive structures and improved credit schemes ▪ Coordinate action to improve transportation infrastructure ▪ Increase overall visitation and particularly off-season visitation 	<ul style="list-style-type: none"> ▪ For NRM, devise and institute integrated conservation and destination management for cultural and natural heritage sites; Includes putting a national planning and legislative framework in place ▪ For livelihood, build local capacity, remove barriers to SMEs, develop transport, utilities, education and health services in areas affected by seasonal tourism economy, grant awards and rewards to encourage professional development ▪ For governance, encourage devolution to community level, incentives for transparency and reinvestment ▪ For cultural and historic, highlight local culture and cuisine, cluster industry to build on national identity and historical influences ▪ For urban renewal, retrofit hotels and tourist destination 	<ul style="list-style-type: none"> ▪ Schedule interim evaluation after initial 3-year implementation phase 	<ul style="list-style-type: none"> ▪ Include industry leaders from across the entire country ▪ Ensure long-term enthusiasm for the project through community ownership of the project ▪ Realign resources to avoid negative impacts caused by tourist influx concentrated in peak summer season ▪ Be aware that civil conflict can have both detrimental on catalytic effects on tourism development 	<ul style="list-style-type: none"> ▪ Created Association of Family and Small Hotels of Croatia

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Ghana-CBEP	<ul style="list-style-type: none"> ▪ Develop 14 community- based ecotourism sites ▪ Help with ecotourism training ▪ Collaborate w/ Government of Ghana, tourism management teams, and community development advisors (Peace Corps) ▪ Develop 3 ecotourism circuits 	<ul style="list-style-type: none"> ▪ Construct interpretive centers, ranger stations, summer huts and hiking trails ▪ Install directional signs ▪ Conduct biological assessment ▪ Promote mosques, archaeological ruins, sacred sites, stilt villages and traditional shrines ▪ Facilitate Cross-Cultural Exchange Program ▪ For governance, help tourism management teams draft operational work plans w/communities ▪ For livelihood, encourage entrepreneurial, hospitality, tourism awareness training; ▪ For women in development, promote female artisan groups through international linkages 	<ul style="list-style-type: none"> ▪ Ensure that baseline standards are designed and monitored by partner organizations 	<ul style="list-style-type: none"> ▪ Legalize tourism groups ▪ Promote local goods and services ▪ Promote eco-business simultaneously (ex: agroforestry) ▪ Emphasize community ownership ▪ Help communities identify and maintain markets ▪ Encourage community motivation and leadership, as well as inter-village collaboration ▪ Discourage local-level power struggles, which negatively impact progress 	<ul style="list-style-type: none"> ▪ Provided marketing, technical assistance, training and capacity building, administrative support, surveys ▪ Facilitated UNESCO and WTO recognition ▪ Helped Government of Ghana commit significant funds to tourism development ▪ Increased handicraft sales and non-traditional exports; ▪ Increased visitor days

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Jamaica-Environmental Audits for Sustainable Tourism (EAST)	<ul style="list-style-type: none"> ▪ Need improved coastal water quality and near shore ecosystems ▪ Increase natural resources management threat to the tourism sector ▪ Increase national capacity to implement environmental best management practices 	<ul style="list-style-type: none"> ▪ Introduce environmental audits and training in EMS for hotels, natural attractions and the manufacturing sector ▪ Introduce environmental certification for hotels and destinations ▪ Develop an institutional plan and mechanisms for the continuance of programs after EAST ▪ Work with educational institutions to implement a “green” curriculum 	<ul style="list-style-type: none"> ▪ Continue to monitor environmental certification and operation EMS ▪ Continue to monitor and evaluate reductions achieved in water, chemical, and energy consumption, as well as solid waste and wastewater disposal 	<ul style="list-style-type: none"> ▪ Promote environmental certification and bottom-line savings, which create incentives for voluntary action ▪ Use local success stories impart a powerful message ▪ Encourage publicity; results need to be given broad news coverage ▪ Institutionalize environmental management as part of industry-wide initiatives ▪ Encourage dialogue and empowerment of stakeholders 	<ul style="list-style-type: none"> ▪ Helped 62+ hotels in the EAST program; 30 received environmental certification and 30 actively implementing EMS ▪ Worked with hotels: first 5 hotels in world to receive Green Globe 1 certification, and the largest number certified ▪ Helped with major reduction in natural resources consumption and waste disposal ▪ Certified 2 natural attractions, including the first in the world ▪ Audited more than 15 manufacturing companies ▪ Introduced a Certified Environmental Management Program ▪ Trained local consultants for environmental audits and assessments ▪ Certified 500+ in environmental best practices ▪ Established Plant-A-Tree program to assist

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
					funding environmental programs <ul style="list-style-type: none"> ▪ Coordinated and implemented a Portland Destination Management Group for eventual Green Globe 21 Destination certification
Jordan-AMIR	<ul style="list-style-type: none"> ▪ Promote broad-based economic growth through business management, financial market development, information and technology, micro-enterprises and private sector policy initiative, and regulatory reform ▪ Develop business skills; strengthen business associations; promote private-public partnerships, training, tourism grants, strengthen marketing capacity, diversify product offering, branding, cluster approaches ▪ Assess Jordan's financial and human resources, policies, procedures, institutional framework and management capacity used to develop a national strategic plan ▪ Develop strategic plan to integrate niche market development, value-chain approach and cluster competitiveness 	<ul style="list-style-type: none"> ▪ Develop grant for interpretive center, conservation activities, and archaeological preservation 	<ul style="list-style-type: none"> ▪ Design hotel quality and performance standards ▪ Develop tourism sector performance indicators ▪ Monitor through surveys and reports to the Central Bank 	<ul style="list-style-type: none"> ▪ Recognize that regional turmoil has caused ebbs and flows in tourist visitation ▪ Expand information management ▪ Encourage national government to support and finance tourism activities ▪ Streamline visa, immigration and customs processing to make tourism industries globally competitive ▪ Work to break down barriers to tourism success, including high capital requirement to minimum deposits and excessive regulation ▪ Make plans for training, infrastructure development , transportation and access to local markets, which are needed for tourism sustainability 	<ul style="list-style-type: none"> ▪ Analyzed the Jordanian Tourist's Board business plan ▪ Developed strategic national tourism plan with key stakeholders ▪ Improved regulatory environment ▪ Encouraged vested interest for Government of Jordan ▪ Helped build capacity for hoteliers, tour operators, and business associations ▪ Modernized IT equipment at hospitality college ▪ Ensured compliance to performance standards

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Mexico-Selva Lacandona	<ul style="list-style-type: none"> ▪ Implement biodiversity conservation regional strategy ▪ Provide protected areas management training for Lacandon indigenous communities 	<ul style="list-style-type: none"> ▪ Establish 4 ecotourism projects, including a pilot hotel ▪ Conduct ecotourism assessment ▪ Offer grants for ecotourism development ▪ Conduct field visits for baseline data collection ▪ Provide training in natural resources management for indigenous communities ▪ Encourage training in entrepreneurial skills, business diversification and facilities management 	<ul style="list-style-type: none"> ▪ Use remote sensing and satellite imaging to monitor of critical areas w/in Lacandon Forest Monitoring of watersheds quality 	<ul style="list-style-type: none"> ▪ Work with many stakeholders ▪ Promote monitoring for good information collection ▪ Develop local human capacity to manage projects ▪ Encourage local community ownership of tourism initiatives ▪ Distribute tourism returns equally ▪ Diversify product offering to retain youth ▪ Create lending and borrowing institutions to finance micro-credit projects 	<ul style="list-style-type: none"> ▪ Devised protected areas management regional strategy with community and other partners ▪ Habituated indigenous peoples to tourist presence and needs ▪ Increased awareness of the need to diversify businesses and integrate women into tourism
Namibia-LIFE	<ul style="list-style-type: none"> ▪ Develop 3-tiered project with a pilot program and institutional/NGO capacity building ▪ Increase income and benefits to local communities through sustainable natural resource management 	<ul style="list-style-type: none"> ▪ Organize community-based conservancies to protect natural resources 	<ul style="list-style-type: none"> ▪ Promote monitoring to assess benefits captured by community and harvesting of natural resources for sale (such as thatch) 	<ul style="list-style-type: none"> ▪ Develop management strategy with operating and transparency procedures and information dissemination prior to implementing the project ▪ Help communities develop skills, (particularly business acumen) and resources necessary to promote tourism ▪ Make sure that land tenure is secure and exclusive ▪ Promote local ownership and partnerships ▪ Make sure plan takes in consideration that long-term development agency assistance intervention is often necessary to realize full potential ▪ Focus on process not product ▪ Involved conservancies in policy process 	<ul style="list-style-type: none"> ▪ Promoted increase wildlife populations ▪ Generated employment ▪ Generated community income ▪ Devolved authority and control over natural resources

<i>Project</i>	<i>Diagnosis and Design</i>	<i>Implementation</i>	<i>Monitoring & Evaluation</i>	<i>Lessons Learned</i>	<i>Results</i>
Sri Lanka-Competitiveness Initiative	<ul style="list-style-type: none"> ▪ Find solutions to help improve lagging economy with high unemployment and poverty rates ▪ Expand and upgrade tourism and potentially linked industry cluster to achieve economic reform 	<ul style="list-style-type: none"> ▪ Help business and government form competitive clusters to improve industry efficiency ▪ Increase visitation, foreign exchange earnings and employment through tourism ▪ Construct best practices pilot eco-lodge ▪ Diversify tourism product and upgrade offerings ▪ Modernize industry organization and institutions ▪ Reform the policy environment ▪ Analyze industry value chains ▪ Implement branding positioning strategies ▪ Encourage foreign investment 	<ul style="list-style-type: none"> ▪ Conduct “triple bottom line” analysis ▪ Establish ecolodge benchmarks ▪ Monitor tourist arrivals, foreign exchange earnings, and employment 	<ul style="list-style-type: none"> ▪ Be aware of over-reliance on low-yield mass tourism, lack of industry standards, marketing funds, poor infrastructure, and uncompetitive airfares retard tourism development ▪ Promote progressive pro-private sector legislation ▪ Plan for 3-years for cluster organizations to solidify actions and objectives ▪ Plan for technical assistance and training on as ongoing needs ▪ Incorporate niche tourism like golf, cruise, and Ayurveda tourism ▪ Decentralize tourism implementation and management 	<ul style="list-style-type: none"> ▪ Increased net economic benefits ▪ Created National Cycle Trail ▪ Designed business strategy and management plan ▪ Provided technical assistance and training ▪ Promoted private sector growth through policy reform
Tanzania-Coastal Management	<ul style="list-style-type: none"> ▪ Establish foundation for effective coastal governance based upon ICM ▪ Collaborate with TCMP and network of ICM programs practitioners and stakeholders 	<ul style="list-style-type: none"> ▪ Develop streamlined investment procedures for coastal hotel development ▪ Improve accessibility to coastal tourism areas ▪ Promote local investment ▪ Identify priority culturally and biologically diverse areas ▪ Support environmental planning ▪ Focus on sustainable resource use: agriculture, strategic tourism, gas exploration, mariculture, & industrialization ▪ Promote women’s artisan cooperatives 	<ul style="list-style-type: none"> ▪ Emphasize effective research, monitoring and assessment of marine resources to make informed ICM decisions ▪ Monitor quality indexes of critical habitats, water quality, fish landings, erosion, and socioeconomic quality indexes 	<ul style="list-style-type: none"> ▪ Recognize that over-regulation and taxation of tourism industry negates effectiveness ▪ Conduct strict monitoring and enforcement of NRM laws to protect tourism industry ▪ Encourage legal adoption of environmental impact analysis criteria ▪ Standardize acquisition of land and title, which can vary by district ▪ Promote local goods and services ▪ Build environmental constituencies to manage coastal parks, reserves and tourism destinations 	<ul style="list-style-type: none"> ▪ Analyzed coastal tourism situation and drafted guidelines ▪ Trained stakeholders (livelihood skills, regulations) ▪ Devised and disseminated mariculture guidelines ▪ Constructed interpretive center in Tarangire National Park ▪ Established nature clubs ▪ Increased village annual income

ANNEX 2. PROJECT PROFILES

2.A: BULGARIA

Project Name: Biodiversity Conservation and Economic Growth (BCEG) (Phases I and II)	Contract Number: LAG-I-00-99-00013-00, Task Order 001
Project Duration: 2000 to 2004	Funding Mechanism: IQC - BIOFOR, Biodiversity and Sustainable Forestry
Strategic Objective: 183-0410 Special Initiatives	
Donor Agencies/Partners: <ul style="list-style-type: none"> • Associates in Rural Development (ARD) • Government of Bulgaria Ministry of Environment and Water • Government of Bulgaria Ministry of Economy • Ministry of Agriculture and Forests • Rila and Central Balkan National Parks • Strandja Nature Park • Foundation for Local Government Reform • Bulgarian Association for Alternative Tourism • Bulgarian Tourism Union • Pirin Tourism Forum • Regional Tourism Association of Stara Planina • Conservation NGO's s.a. Bulgarian Society for the Protection of Birds • US Agency for International Development • United Nations Development Program • Regional Environmental Center for Central and Eastern Europe • World Bank/Global Environment Facility 	

CONTEXT

Bulgaria has a rich history and a unique and internationally significant nature and culture; conservation and cultural identity are particularly strong in rural areas. The country, which is positioned at a crossroads between Europe and Asia, contains nine World Heritage sites, and has rich cultural, historical, and religious resources reaching back from the ancient Greeks and beyond medieval times. It contains mountain ski resorts, beaches with sun and sand (the self-named “sun-and-sand-stalag”), and many “wild” and undeveloped rural areas for adventure seekers. These resources provide a strong base for tourism in Bulgaria.

In the mid-1990s, while many sectors of the Bulgarian economy were registering losses, statistics reported by the National Statistic Institute and Ministry of Finance show the tourism sector was steadily generating positive financial results. In 2002, international tourist arrivals increased in 2002 by 8.6 percent (and in 2003, the increase grew to 18.01 percent), income generated from tourism increased by 11.1 percent (\$1.334 billion), and expenditures by Bulgarians traveling abroad increased by 8.24 percent.

The two principal sectors of the Bulgarian tourism industry include mass tourism, which is focused on natural resources and caters to high volume/low value programs, and specialized tourism based on niche markets and focused on high end/high price consumers. Prior to the BCEG project, the Bulgarian tourism industry focused on the mass tourism sector, which did not significantly enhance the Bulgarian economy by generating high per-tourist revenues. To increase the amount of revenue per tourist and keep more of the money in Bulgaria, efforts shifted toward capturing higher end markets for niche tourism.

Four government agencies oversee elements of the tourism industry along with their local bodies. The Ministry of the Economy handles licensing and categorization; the Ministry of Health controls in-house pollution and sanitary standards; the Ministry of Environment and Waters regulates outdoor pollution and the quality of the environment; and the Ministry of Territorial Development oversees infrastructure (e.g., construction, roads, and urban planning).

These agencies now view tourism as a key tool to promote sustainable economic growth, with the following corollary benefits to the country's fiscal, political, and natural resource health:

- Strategic assessment planning and implementation
- Decentralized government and capacity-building
- Rural development
- SME enterprise development and competitiveness
- Natural resources and protected area management
- Market access and export development
- Models of partnerships for ecotourism between protected areas and local communities.

Project Objectives

The BCEG project had the cross-cutting goals of promoting economic growth and reducing poverty. Project objectives aimed to:

- Accelerate development and growth of private firms in a competitive environment
- Achieve increased and better-informed citizens' participation in public policy decision-making
- Develop revenue-generating and revenue-capture mechanisms for Bulgarian national parks and buffer communities
- Engage the public and key target groups about national parks in participation with decision-making and management of protected areas

Ecotourism was seen as a vehicle to help Bulgaria achieve nature conservation and biodiversity protection, rural development, government decentralization, and new employment opportunities. By setting Bulgaria up as a travel destination, an investment opportunity, a political ally, and a region committed to environmental quality, ecotourism would enhance the country's image internationally, creating a competitive advantage and a sustainable tourism brand.

Sustainable tourism policy challenges to be addressed included:

- Protection and conservation of unique cultural and natural resources
- Deregulation of the industry to allow the private sector to operate in an enhanced competitive environment
- Establishment of a major role for the private sector
- Coordination of essential governmental policies and services at the national, regional, and local levels
- Development of an effective marketing and promotion program through a public/private sector cooperative effort
- Transformation of the role of the public sector from that of the control/regulator to planner/facilitator;
- Fostering a positive awareness by the public of the contribution of tourism to prosperity

Approach

During the first phase of the BCEG project, work focused on developing mechanisms to encourage sustainable natural resources conservation and management while generating income. The project worked in Bulgaria's Rila National Park and Central Balkan National Park, using the competitive cluster approach to develop an operational model of ecotourism destination development. This included eco-enterprise development through ecotourism and non-timber natural resources management (small enterprise development supporting biodiversity conservation), capturing and generating biodiversity conservation funding; developing, obtaining approval for, and implementing management plans for Rila and Central Balkan National Parks; developing a management plan for Rila Monastery Nature Park; and improving public awareness to ensure support for biodiversity conservation.

The second phase of the project expanded activities to the national level, developing a sustainable tourism policy and action plan to be delivered through public/private partnerships, and which is anticipated to contribute significantly to Bulgaria's growing GDP in the period 2004-2010. In March 2002, a voluntary National Ecotourism Working Group (NEW Group) was formed to develop the framework for this National Ecotourism Strategy and Action Plan (NETSAP). Input to plan development was rigorously solicited from a broad range of stakeholders at regional and municipal levels, and the framework for a national strategy was released at the First National Ecotourism Forum in October 2002. The meeting attracted nearly 180 participants from government ministries, tourism organizations, nongovernmental organizations, regional tourism associations and councils, commercial banks, and private entrepreneurs. Bulgaria's three ministries signed the tourism protocol at the forum. Drafts of the National Strategy were released in February and June 2003, and a National Action Plan was released in December 2003. A second National Ecotourism Forum was held in January 2004. The formal Bulgarian National Ecotourism Strategy and Action Plan was completed in 2004, and presented to the National Tourism Council in November, where it was accepted. Bulgaria's Prime Minister has indicated that the government will fund the action plan beginning in 2005. Twelve regional action plans that were developed as a foundation for the national approach complement the national plan.

Ecotourism goals were addressed using the "triple bottom line" approach, which included social, environmental, and economic components. Within the private sector, economic and marketing considerations were evaluated to see how the tourism market could be sustained and enhanced over the long term. Tourism's social, cultural, and ecological aspects were also considered to see how communities, cultures, and natural resources cultures could best be sustained, rather than degraded.

In setting Bulgaria's action agenda for sustainable tourism, active policy dialogues linking tourism to local, regional, national, and transnational plans and priorities were conducted. The NEW Group worked to create a positive image, brand identity, and positioning strategy to attract national and international

visitors. Facilitation procedures and financial mechanisms were established to coordinate and use resources from the Government of Bulgaria, donors, and the private sector sources to achieve project objectives. The group benchmarked and adopted best practices (tested models, innovative programs, planning tools, lessons learned, and evaluation mechanisms), which were then disseminated to government agencies, businesses, and NGOs.

Achievements

Important achievements during the development of Bulgaria's Strategy and Action Plan included the following:

- An Ecotourism Monitoring Guidebook was developed to support rural ecotourism development in association with Rila and Central Balkan National Parks. Using the guide, an assessment of the state of ecotourism in Samakov pilot region was carried out in the summer of 2002.
- Management plans were developed, approved by the Government of Bulgaria, and implemented for the two national parks and Rila Monastery's Nature Park.
- A sustainable model for collaborative management of natural resources was developed and implemented.
- A National Ecotourism Strategy and Action Plan for Bulgaria was created and endorsed by the ministries.
- Twelve Ecotourism Destination Action Plans were designed.
- A national ecotourism market survey was conducted.
- Two ecotourism associations were institutionalized at Rila and Central Balkans National Parks, and training in hospitality skills, marketing, and membership promotion were provided to the two ecotourism associations.
- Several community ecotourism associations were created, and destination management plans developed for two of these associations.
- An endowed Protected Areas Fund was established and institutionalized for the first time in southeastern Europe.
- A manual was developed for ecotourism product development, training was conducted, and study tours were made.
- A detailed system of indicators for success and impact measurement was developed (see below).
- Public awareness was improved, increasing nationally and locally through the production and distribution of a national parks multimedia CD, websites, publications, media publications, and conservation education materials.

The National Ecotourism Action Plan had several themes:

- Information management
- Ecotourism enterprise development
- Product development and quality assurance
- Marketing and promotion
- Human resource development and training
- Institutional development

The NEW Group and the Ecotourism Initiative Groups have developed a strong and comprehensive set of indicators to measure the success and impacts of ecotourism on the rural landscape. The indicators monitor social and economic conditions as well as impacts to the community and the natural environment. The University of Sofia Tourism Department assists with baseline and ongoing data collection. The project has developed an indicators handbook that includes the following indicators:

- Number of management plans revised and submitted to Council of Ministers
- Number of annual operation plans guiding park management plan implementation
- Number of projects implemented per park management theme
- Number of public awareness strategies prepared and implemented during a two-year period
- Number of training courses conducted in support of protected area management
- Number of areas managed by co-management agreement
- Number of park-based regional consultative workshops
- Number of income-generating projects
- Number of ecotourism strategies prepared
- Number of ecotourism models operationalized
- Number of innovative financing mechanisms developed and tested
- Number of public awareness events held in support of management planning
- Number of targeted public awareness events and materials

The project overall has generated national pride in Bulgaria's culture, hospitality, and environment. It has created a base for tourism product diversification, encouraged concrete local initiatives toward implementing tourism activities, created synergies among donors, and, with the NEW Group, has institutionalized a replicable planning process.

Lessons Learned

The process of developing ecotourism strategies and implementation plans has yielded several critical lessons for the two national parks and the country as a whole. One is the need to involve all key stakeholders from the onset; also important is that the planning process is conducted as a bottom-up approach that focused on obtaining input and direction from existing regional and local associations.

An enabling national environment (policy, regulation, and national market promotion) is vital to the sustained success of a tourism initiative. This should be complemented with an agenda that identifies actions to implement sustainable tourism policies at the transnational, national, regional, and local levels.

Publicity at national and local levels is important to educate both the government and the people about the significance of their natural, cultural, and historical resources, and to achieve national consensus on the adoption of a sustainable tourism policy and specific action plan items. Kamelia Georgieva, in-country coordinator for the BCEG project, confirmed, "Sustainable tourism development is about social and political engineering, as well as enterprise development."

Other lessons learned during the five-year project include:

- Strong links with local government planning and decentralization are essential.
- Long-term technical support to governments, NGOs, and the private sector are needed to implement the sustainable tourism agenda.
- Ecotourism product development is important.
- An initial focus on domestic markets will build the confidence needed to expand into the global market.
- International networking and global market development are critical.

NETSAP development has been a pioneering event that has made Bulgaria a leader in the region and across Europe. Many of its successes can be attributed to the broad base of participation and ownership for the plan that was solidly established at the regional level. The short timeframe for development of the

strategy, initially seen as a constraint, ultimately helped the process succeed as it forced participants to make decisions and act creatively. Building on already established successful relationships between Bulgaria’s protected areas and local tourism associations also contributed to NETSAP’s success. Stakeholders could share knowledge and experience and use the existing relationships as a reality check for the larger planning process.

Opportunities and Next Steps

As indicated earlier, Bulgaria’s Prime Minister has indicated that the Government of Bulgaria will fund the Action Plan beginning in 2005. Under the Action Plan, the Government and the NEW Group will continue to facilitate decentralized governance and community-based tourism through a variety of activities:

- Programs and events for shared experiences between visitors and residents
- Support for SME development rather than simply creating more jobs
- Promotion of environmental protection and heritage conservation
- Development of shared infrastructure systems that benefit visitors and residents
- Empowerment of communities and subsidies

The Government of Bulgaria could work with USAID to develop a Global Development Alliance (GDA) for Sustainable Tourism. This GDA activity could undertake a series of broadly replicable activities, including:

- Developing quality assurance systems: EMS, environmental health, and food safety certification
- Developing environmental, economic, and social assessment baselines and monitoring systems
- Establishing best management practices and voluntary certification systems
- Promoting low-impact tourism
- Reducing the negative impacts of conventional large-scale tourism developments
- Improving local capacity to properly plan and manage tourism
- Promoting market access and competitiveness
- Supporting credit facilities and capital investment sources
- Promoting global development assistance and private-sector partnerships

The table below presents a mid-term assessment made by a consulting group, J.E. Austin Associates, of the second phase of the BCEG project. Many of the ideas have been captured with NETSAP, and all are equally valid for future applications of Bulgaria’s National Tourism Strategy.

Opportunity	Method
1. Competitive Positioning	<i>Opportunity:</i> Examine destinations within Bulgaria that incorporate its most engaging products and match these to markets, human resources, capacity limitations, and investment requirements. Develop a strategy to brand an authentic “Old Europe” experience for some Bulgarian destinations. Expand services to higher value clients.
2. Customer Learning	<i>Opportunity:</i> Develop better understanding of market trends and current and potential customers’ requirements and develop a comprehensive strategy and common cluster actions for attracting them. Ensure that the necessary supporting factors support marketing to niche markets.
3. Innovation	<i>Opportunity:</i> Offer a greater mix of products including those that speak to particular niche market groups. Study market trends and employ cultural, historic, and natural resources to access new market groups. Enhance the marketing of Sofia as a vacation gateway and business destination. Develop themed packages based on cultural activities and regional tour routes, such as linkages with the wine and perfume industries to provide tour programs based on these two industries. These innovations will assist Bulgarian providers learn more about customer trends and requirements.

Opportunity	Method
4. Human Capital Investment	<i>Opportunity:</i> Work with training institutions to incorporate more updated and diverse curriculum offerings, especially in the area of hospitality training. Upgrade management training programs to modernize skills. Assist in the penetration of information technology training and usage.
5. Cluster Cooperation	<i>Opportunity:</i> Stimulate greater inter-cluster cooperation, not only with supporting industries but also among direct partners such as tour operators, trainers. Stimulate regional cooperation among neighboring countries. Cultivate common interests among competitors.
6. Forward Integration	<i>Opportunity:</i> Work more closely with business partners and clients to clearly identify and effectively respond to their requirements of the customers. Provide new services based on customer requirements.
7. Strategies and Attitudes	<i>Opportunity:</i> Expand cluster advertising efforts for the entire industry. Take responsibility for the development of strategies and the search for investment opportunities. Focus on provision of higher end/value products and services.

Source: J.E. Austin Associates, Inc./MSI-Bulgaria. *Tourism Industry Assessment*. March, 2002.

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Annex 2.B: CROATIA

Project Name: Support to Selected Industry Clusters	Contract Number: PCE-I-801-98-000-16-00
Project Duration: 2001 to 2004	Funding Mechanism: Contract
Strategic Objective: 160-013 Growth of a Dynamic and Competitive Private Sector	
Donor Agencies/Partners: <ul style="list-style-type: none">• J.E. Austin Associates (prime)• Nathan Associates• Croatian Ministry of Tourism	

Context

With the breakup of Yugoslavia in 1990, a new Croatian government initiated policies promoting privatization and the drive toward a market economy. This fledgling effort was derailed when war broke out in 1991, and as a result of the war, the economic infrastructure sustained massive damage, particularly the revenue-rich tourism industry. From 1989 to 1993, GDP fell 40.5 percent. Tourism rebounded to an extent with the war's end in 1995, while post-war economic recovery in Croatia has been tenuous overall. Countrywide, unemployment averages 22 percent, ranging from 10 percent in Zagreb to 40 percent in coastal regions (the underground economy is not factored into these figures). Privatization is expected to exacerbate these high unemployment numbers. High value-added taxes (22 percent) imposed on the largely undercapitalized business sector encourage a large underground economy and put undue pressure on those businesses that do pay their share of taxes.

Croatia has targeted 2006 for accession to the European Union. This goal will require a more competitive economy, necessitating reform, restructuring, and completing the privatization of most large public enterprises. Tourism is seen as a key contributor to the country's renewed economic vitality. It is a major employer in Croatia, a mainstay of the nation's economy, and its largest source of foreign exchange. The tourism industry generates approximately \$4 billion per year. However, expenditures per tourist per day are the lowest in the region, with estimates varying between \$36 and \$44 per day; Croatia has historically been seen as a low-end destination.

Project Objectives

The tourism cluster development project is one component of a larger Croatian Competitiveness Initiative (CCI) supported by USAID. Overall project objectives are to improve the microeconomic foundations and foreign investment climate in Croatia in order to increase its competitiveness in global and regional markets, with tourism perceived as one avenue to strengthen economic growth in the country.

Croatia's tourism assets include the following:

- A strategic location with easy access from Europe, North America, and the Middle East
- A diversity of pristine environments, including islands, mountains, plains, forests
- A unique and diverse flora and fauna
- A rich cultural heritage of customs, arts, and foods
- A rich history dating back to ancient Greeks
- High literacy and educational standards among the local population
- Relatively small size, allowing for multiple experiences during a single visit

Approach

A small- and medium-sized enterprise assessment team traveled to Croatia in 2000 to support the work of the tourism cluster group established under the CCI activity. Stakeholders in the tourism cluster were drawn from every link in the value chain (hoteliers, tour operators, restaurants, concessionaires, transport operators, shopkeepers, and museums), as well as from academia, key ministries and departments, and allied and supporting industries. The CCI/consultant team held in-depth discussions with industry stakeholders; conducted workshops; made visits to tourist destinations, hotels, and related businesses; and reviewed benchmarks set by similar industries in other countries.

The overall CCI project provides direct enterprise support to the wood and tourism clusters. It has worked to help these clusters develop strategic approaches to improve their position in international markets and then begin implementing these strategies. Tourism-specific goals included the development of a competitive tourism industry focused on strategic growth, high added value and low leakage, and shifting Croatia away from its mass-tourism paradigm. Topics addressed by the strategy include marketing and branding, product development, human resources, infrastructure, and the legal and regulatory environment. Specific steps toward achieving economic growth objectives are outlined below:

- Coordinating action and advocacy on regulatory and policy issues, primarily directed in two areas: replacing Government of Croatia incentive structures that focus on increasing the number of tourists and support low-value mass tourism with programs focused on value (e.g., increased expenditures per tourist), and improving credit schemes to support private entrepreneurs
- Creating economies of scale to reduce supply costs and improve supply quality and consistency (e.g., credit card rates, bookkeeping services)
- Coordinating action to improve transportation infrastructure (e.g., improvements to Stari Grad Airport, the Airport-Split shuttle boat link)
- Creating a branded product that focuses on high-value, authentic tourism to increase revenues and profits
- Converting unregistered and unregulated private rental accommodations to productive tax-paying enterprises that provide a consistent, quality stay
- Reducing the adverse economic and environmental impacts of mass tourism, promoting instead conservation and sustainable development

Achievements

Croatia has come to see diversification as a means to enhance the tourism industry's competitive advantage, and is now focused on replacing mass tourism with a high value-added, high-quality product that follows a sustainable strategy and retains revenues in the local community. During the course of the project, the consultant team helped CCI form a tourism industry cluster along the Dalmatian coast. In April 2003, the project released a competitiveness strategy developed for the cluster that included a separate and more detailed "roadmap" for tourism development on the Dalmatian coast and islands. Implementation guidelines and monitoring are a key component of this "roadmap for implementation," which is scheduled to occur between 2003 and 2006.

The indicators selected to evaluate the success of tourism cluster implementation are outlined below. (Note: many of these still represent goals rather than achievements, as the implementation phase is just getting underway; an evaluation of program success is planned for the end of the three-year implementation period.)

- (1) Community Based Natural Resources Management and Biodiversity Protection:
 - Promote sustainable visitation to explore Croatia’s unique flora and fauna and the wide variety of pristine environments
 - Implement integrated resources management: devise, institute, and operationalize integrated conservation and destination management for cultural and natural heritage; this includes putting a national planning and legislative framework in place
- (2) Community Livelihood, Economic Growth, and Poverty Reduction:
 - Build local community capacity to participate in tourism, improving local quality of life
 - Remove barriers to local small- and medium-sized enterprises and offer training to create business and employment opportunities
 - Develop transport, utilities, education, and health infrastructure in areas affected by a seasonal tourism economy — i.e., a poor quality of life (for example, the islands of Dalmatia are characterized by isolation and rudimentary services after the summer tourist season has passed)
 - Link product development and tourism marketing to lifelong learning and professional development through facilitation, awards, and rewards
- (3) Governance and Land Tenure:
 - Support sound governance (planning, legislation, and regulations) to ensure that natural, cultural and community resources are protected in business endeavors; promote regional and local implementation (decentralization)
 - Help public authorities facilitate and promote transportation and privatization
 - Devolve control to community level where possible
 - Remove administrative barriers to business
 - Extend and create incentives for transparency and reinvestment; support capacity building
 - Establish a clear and streamlined legislative framework, especially in financial and enterprise sectors, removing barriers to access to capital
- (4) Cultural and Historic Preservation:
 - Implement integrated resources management to conserve and market cultural and national heritage (see bullet #2 in the above CBNRM indicator)
 - Encourage restaurants to highlight Croatian cuisine and customs
 - Encourage tour operators to highlight cultural and historical features
 - Build on Croatia’s identity and historical influences through architectural and design elements of cluster business
 - Help service providers to deliver a sense of the Croatian culture and “experience” through education and training
- (5) Urban Renewal and Redevelopment:
 - Renew and revitalize hotels and tourist destinations; upgrade facilities and create or reestablish a quality urban/resort/destination experience.
- (6) Women in Development:
 - Encourage opportunities for training and professional development in the business development, product creation and hospitality service sectors

Lessons Learned

The project yielded two important lessons on the need for strong leadership and local ownership.

Leadership should provide a broad vision and encompass all major players in the tourism industry. The Tourism Cluster's leader, while motivated and enthusiastic, was too parochial and narrowly focused in terms of industry segment to be highly successful in motivating change and encouraging implementation of cluster activities. CCI only made significant strides beyond strategy formulation when it widened its scope to include the strongest tourism industry leaders from across the entire country.

Active participation and ownership by locals is needed for sustainability. During the early months of cluster formation, enthusiasm was high, with cluster participants eager to hear what arriving consultants had to say. Cluster meetings gradually came more to resemble seminars where cluster members listened for answers rather than actively participating in working groups where they could collaborate on seeking solutions to problems. CCI and its consultants would convene meetings, open them, and lead discussions, but as enthusiasm for the process waned it became clear that local participants were not taking the ownership in the process necessary to its sustainability. CCI worked through a difficult and lengthy process to change the style and form of participation, a process that was not complete until the cluster was expanded to the national level and new, proactive leaders from around the country added additional vitality.

As a result of these two lessons learned, the Association of Family and Small Hotels of Croatia was created, and it has become the principal vehicle for further development of the cluster by both narrowing the focus on accommodation providers and their networks, and by expanding the effectiveness of the activity to the national level.

Opportunities and Next Steps

A discussion paper (Croatia Tourism Cluster 2003) sets out implementation steps for the country and an implementation roadmap for the Dalmatia region. It includes a discussion of the constraints to successful implementation that must be addressed during the implementation phases. These include the following:

- More than three-quarters (77 percent) of overnight stays are currently concentrated in a short summer season (June through August), and poorly planned and managed visitation may stress natural, cultural, and community resources
- The legacy of government ownership: privatization is having mixed results
- domestic politics
- A national mindset focused on providing low-cost recreation to working class Europeans
- The lasting aftermath of war (although, conversely, war has had the beneficial effect of preventing widespread visitation and the overdevelopment and "bed-building" of other tourist sites where access has not been so problematic)
- An underground economy with unreported income that results in distorted statistics

Five-year targets to be met by 2008:

- Triple the value per tourist per day via increased hotel receipts and increased visitor spending on new and better products and services.
- Triple the number of international visitors for the "off season" of October through May by lowering prices and offering up-market services.

- Double the number of tourists who visit and overnight at inland locations to reduce the stress on coastal areas.
- Upgrade and develop long-term capital assets used directly in tourism. Reinvest \$100 million of profit yearly and attract \$50 million in new investment. Government should channel back 50 percent of tourism-derived tax revenue into the sector.

Related Materials and Sources of Information

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ANNEX 2.C: GHANA

Project Name: Community-Based Ecotourism Project (CBEP)	Contract Number: Unknown
Project Duration: 1990-2010	Funding Mechanism: Unknown
Strategic Objective: 641-007 Economic Growth	Budget: 2002-2004 \$7 million
Donor Agencies/Partners: <ul style="list-style-type: none"> • Aid to Artisans Ghana • CARE • Catholic Relief Services • Forestry Research Institute of Ghana (FORIG) • Ghana Assorted Foodstuff Exporters • Ghana Tourist Board (GTB) • Government of Ghana • National Board of Small Scale Industries (NBSSI) • Nature Conservation Research Center (NCRC) • Netherlands Development Organization (SNV) • Plant Genetics Resource Centre (PGRC) • Technoserve • United States Agency for International Development (USAID) • U.S. Peace Corps 	

Context

Ghana is a relatively prosperous and politically stable country by West African standards. The country has a diverse and rich agricultural and mineral resource base. Income and employment derive principally from agriculture. Cash crops consist primarily of cocoa and cocoa products, timber products, coconuts and other palm products, shea nuts (which produce an edible fat), and coffee. Ghana also has established a successful program of nontraditional agricultural products for export including pineapples, cashews, and pepper. Minerals — principally gold, diamonds, manganese ore, and bauxite — are produced and exported. Exploration for oil and gas resources is ongoing. Tourism has become one of the country's largest foreign income earners (ranking third in 2003 at \$600 million); the Ghanaian government has placed great emphasis on further tourism support and development.

Privatization of state-owned enterprises is ongoing, with more than 300 of approximately 350 parastatal enterprises sold to private owners. Other reforms adopted under the government's structural adjustment program include the elimination of exchange rate controls and the lifting of nearly all restrictions on imports. The establishment of an inter-bank foreign exchange market has greatly expanded access to foreign exchange.

Project Objectives

Since 2002, USAID has invested \$7 million into Ghana's economic growth pillar. Macroeconomic policy, private-enterprise performance, expansion of non-traditional exports, development of small and medium enterprises (particularly handicrafts and agriculture), and strengthening the tourism industry have been USAID's principal objectives under this pillar.

CBEP is one offshoot of the Village Infrastructure Project and the Poverty Alleviation Initiatives of the Government of Ghana. Community development and poverty alleviation are the basic underpinnings of these initiatives, and tourism development is seen as a tool for accomplishing these goals.

CBEP integrates several tourism-focused sub-objectives. Its strategic goal under USAID support was to develop 14 community-based ecotourism destinations between 2002 and 2004. Development focused on enhancing basic ecotourism facilities and technical support, conducting active marketing and promoting sites, improving ecotourism training and affiliated services, building institutional capacity, and improving resource protection and community awareness.

Project partners, the U.S. Peace Corps and the Nature Conservation Research Center (NCRC), assisted the micro-small business community in building linkages within the public and private sectors to improve their standard of living and create employment. These interventions strove to increase site visitation and revenue generation. The visitor use goal was to collectively double paying visitor days per year (with a base of 10,000 visitor days) after two years. The project also sought to realize a minimum of \$7 per visitor per day, or \$140,000 per year, from ecotourism activities by 2004.

Approach

CBEP focused on developing community-owned and operated ecotourism activities at environmentally sensitive rural destinations throughout Ghana. Core project implementation teams included staff from international conservation organizations, other U.S. government agencies, the Government of Ghana, and the Netherlands Development Organization. Two field operations in Kumasi and Bolgatanga, outfitted by USAID, were mobilized to direct project activities. Site-level implementation was conducted by community-level tourism management teams (TMT) with supervision from community development advisors, such as Peace Corps Volunteers.

TMTs drafted site-specific operational work plans, in consultation with the community, for each location. The communities controlled the planning process to ensure that proposed developments took local cultures, beliefs, and needs into account. Although the TMTs planned and implemented the projects, certain activities such as brochure development and training programs were centralized among project partners to ensure quality and consistency.

Monitoring and evaluation were overseen by the National Community-Based Ecotourism Steering Project Committee guided by the Ghana Tourist Board. Monitoring and evaluation were conducted in part through tracking of standardized receipts, transparent accounting procedures, periodic financial reports, and quarterly project reports submitted by site advisors and project partners. Partner organizations also established their own baseline standards to monitor progress toward project goals.

Target sites included Amedzofe, Boabeng-Fiema Monkey Sanctuary, Bobiri Forest and Butterfly Sanctuary, Bunso Arboretum, Tagbo Falls and Mt. Afadjato, Tafi Atome Monkey Sanctuary, Tano Boase Sacred Grove, Tongo Hills and Tengzuk Shrine, Paga Crocodile Pond, Sirigu Pottery and Arts, Xavi Bird Watching and River Tour, Wechiau Hippo Sanctuary, Wassa Domama Rock Shrine and Pra River Tour, and the Red Volta River Valley and Widnaba (Zongoiri).

Site development interventions included installing directional signs; constructing and rehabilitating interpretive centers, ranger stations, summer huts, and hiking trails; conducting biological assessments, providing first aid and safety equipment; equipping offices, and installing email and phone connections. Tourism marketing interventions included distributing posters and brochures, conducting visitor satisfaction surveys, entrepreneurial, business, hospitality and interpretive trainings, and tourism awareness seminars for local communities.

Achievements

Since the project's inception, it has developed and promoted 14 community-based ecotourism destinations. Overall, the project has been quite successful in raising awareness about the importance of conserving Ghana's natural resources and, in most cases, project activities have generated revenue at the village level.

USAID's economic growth pillar objectives have been realized by numerous aspects of the CBEP. First, the establishment of a Secretariat to the Ministry of Finance broadened consumer access to credit and microfinance. Second, handicrafts and non-traditional exports increased from \$36.2 million in 2000 to \$48.4 million in 2001. The project's target of 20,000 visitor days was achieved after the first year of implementation, closing at 22,590 visitor days per year. At the end of 27 months, the project achieved 284 percent of the visitation goal with a combined total of 56,371 paying visitor days. The project also achieved 113 percent of the annual \$140,000 revenue target set for ecotourism activities. This revenue has been entrusted to community TMT bank accounts and will be allocated for community development initiatives.

Each tourism destination benefited from infrastructure development (e.g., interpretive centers, water catchment systems, and guest facilities) product marketing, diversification and value-added processes, external linkages, capacity building and training, business assessment and management, community development projects, and revenue generation. Some sites are internationally recognized as UNESCO World Heritage Sites or modeled in the World Tourism Organization's Best Practices Manual. Others have developed niche tourism through village home-stays, chiefdom tours, wildlife viewing platforms, cycling, hiking, production of artisan goods, apiculture, mushroom farms, and research stations. Site beautification, landscaping, waster disposal, and litter management are ongoing objectives at the 14 sites.

Further accomplishments that could be replicated in future tourism projects include brochure production, web site development, and a uniform receipt system. Brochures for each specific ecotourism destination and a composite brochure were produced. Similarly, U.S. Peace Corps and NCRC created extensive Web coverage to promote ecotourism in Ghana. The Internet site, visited by 5,000 people per month, will develop panoramic views of major ecotourism attractions in Ghana. The Upper West Commerce Association plans to operate as an Internet service provider for the entire Upper West Region in Ghana. Lastly, the uniform receipt system has been instrumental in ensuring financial transparency and accountability.

In addition to the various project results, the CBEP successfully achieved numerous cross-cutting results. As a consequence, the Ministry of Tourism has requested more community advisors to develop additional potential tourism sites. Crosscutting results include the following:

(1) Natural Resources Management

Three different tourism circuits have been devised to highlight Ghana's biodiversity and natural resources. The Savanna, Volta, and Forest circuits showcase mega-fauna such as elephants, buffalo,

and crocodiles. The Volta circuit, which includes the coastal savanna plains around Accra and the entire Volta region, enables tourists to view both Ghana's tallest mountain and West Africa's tallest waterfall. Ecotourism activities amongst the circuits include bird-watching in numerous RAMSAR sites; canoeing in mangrove swamps; observation of sea-turtle nesting; tours of bat roosts, sacred monkey, and butterfly sanctuaries; and the famous Kakum Canopy.

(2) Cultural and Historic Preservation

The tourism circuits also afford visitors the opportunity to view a 500-year old mosque, archaeological ruins, a sacred crater lake, a stilt village, and traditional shrines. Cultural exchange opportunities include traditional music, dancing, and ethno-botanical tours. A Peace Corps volunteer based at the Tafi Atome Monkey Sanctuary also organized a cross-cultural exchange for 12 village youths, who were flown to Great Britain to perform traditional dances and songs. Performance fees covered travel expenses, and the approximately \$3,000 profit was used to construct a small medical clinic.

(3) Women in Development

The CBEP is an exemplary model of activities geared toward promoting women in development. The strength of the project lies in female artisan cooperatives that have successfully developed public-private partnerships. For example, the Manya Krobo Queen Mother's Association has partnered with Sedi Beads to export beads internationally. The Sirigu Pottery and Arts cooperative is a fully budgeted ceramics workshop that has private sector linkages with five art galleries in Accra and Holland. Women from Sirigu will soon supply 50 paintings to the Golden Tulip Hotel. Other women-in-development projects include mushroom farms, cassava, and gari processing plants. Women have also assumed numerous leadership positions, from park treasurers and tour guides to founders of cooperatives.

(4) Governance and Land Tenure

Recognizing community and volunteer achievement, the Government of Ghana has committed approximately \$17,225 over a three-year period to three ecotourism sites. Individual communities have also contributed labor, cash, and materials valued at more than \$3,500 to improve their tourist infrastructure.

(5) Poverty Alleviation

Community consultants have facilitated the production of micro-businesses, such as poultry farms, to diversify community activity and revenue. Tourism revenue and grants have enabled community development projects ranging from the installation of street lights to primary school construction and academic scholarships.

Lessons Learned

An ongoing setback to the development of small and medium tourism enterprises in Ghana is the inability to identify and maintain access to growing markets. In addition, entrepreneurs lack business skills to sustain businesses for the long-term. Continued capacity-building and skills training is vital to the long-term success of tourism initiatives.

Challenges within the CBEP reflect impediments seen within the ecotourism sector worldwide. As the U.S. Peace Corps noted, most ecotourism sites do not realize a profit during the first few years of business

start-up. Nearly all revenue is used to cover costs associated with building and improving tourist infrastructure, marketing, and training. Another key factor is visitor numbers, which are usually low in the first few years before the site becomes a well-known tourist destination. Project information is not always adequately disseminated to all members of a given community or to marginalized groups.

While Ghana's community-based TMTs were effective overall, there were problems with compliance and completing activities in a timely fashion. Compliance and involvement were adversely affected by a lack of community motivation and leadership, limited inter-village collaboration and consensus building, and internal power structures.

Competing special interests vying for tourism profits further hampered a unified tourism-development strategy. For example, one District Assembly insisted upon receiving 65 percent of the profits from the three ecotourism sites in its district. The phenomenal success of another project resulted in litigation against the TMT by the traditional chief attempting to usurp the site and its profits for himself.

In most cases, however, communities can overcome these problems, as most Ghanaian tourism sites are community-owned and governed by by-laws and regulations established by the community.

Successes and lessons learned from the CBEP that can be replicated in other similar settings include:

- Narrow tourism projects to two subsectors and use host country national agencies to provide technical and work-related support for community advisors and TMTs
- Obtain legal status for tourism committees that are founded upon a standardized and registered constitution
- Employ local advertising media (e.g., radio broadcasts, newsletters) to maximize visitation and community awareness of tourism sites
- Partner with local alliances and the public-private sector to effectively market tourism products and destinations
- Form collaborative agreements with local businesses and the national government for a uniform tourism vision; for example, a business advisory center was established in Axim to bring together chophouses, tailors, carpenters, electricians, and beauticians
- Concurrently develop environmentally sustainable projects or enterprises such as tree planting and wood lots
- Promote tourism awareness and environmental preservation through community outreach and environmental education
- Use best practices and good examples to inform TMTs of pitfalls and successful strategies for tourism development
- Facilitate and delegate work among the community members to ensure project sustainability

Opportunities and Next Steps

The CBEP has the needed momentum to develop into a far-reaching tourism and development initiative. Employment, revenues gains, and community enthusiasm now need to be consolidated for the project to significantly alleviate poverty. Principal activities from the first phase of the project, such as institution-building, creating linkages, product diversification, marketing, infrastructure improvements, promotion of handicrafts and souvenirs, and cultural attractions, should be continued to ensure long-term project success. New undertakings include addressing sanitation and solid waste disposal problems, and developing environmental education tools such as checklists and displays. Sector analysis will benefit producers and consumers by providing innovative solutions to community development.

Related Materials and Sources of Information

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ANNEX 2.D: JAMAICA

Project Name: Environmental Audits for Sustainable Tourism (EAST)	Contract Number: PCE-5559-C-00-3021-00 LAG-I-816-98-00005-00 (Phase III) LAG-I-00-99-00019-00, Task Order No. 816 (Phase IV)
Project Duration: 1997-2005	Funding Mechanism: IQC - Water, Integrated Water and Coastal Resources Management
Strategic Objective: 532-002 Improved quality of key natural resources in selected areas that are both environmentally and economically significant.	
Donor Agencies/Partners: <ul style="list-style-type: none"> • PA Consulting Group • Jamaica Hotel and Tourist Association (JHTA) • Jamaica Manufacturers Association (JMA) • Government of Jamaica Ministry of Industry and Tourism • Government of Jamaica National Environment and Planning Agency (NEPA) • Jamaica Bureau of Standards • Tourism Product Development Company (TPDCo) • Government of Jamaica Human Employment and Resource Training Trust/National Training Agency (HEART Trust/NTA) 	

Context

In recent years, the mass resort market has become increasingly competitive, with the steady rise in capacity of destinations such as the Mexican Caribbean, Dominican Republic, and Cuba. Many of these locations have been adding more than 1,000 hotel rooms annually for several years and, together with the growth of the pleasure-cruise industry, have resulted in increasing competition for smaller, traditional Caribbean destinations such as Jamaica.

With more than 150 licensed hotels and 13,500 rooms, Jamaica's economy is heavily dependent on tourism, which is the nation's leading generator of foreign exchange earnings and revenue. Given the competitive nature of tourism in the Caribbean region, this sector is especially vulnerable to any degradation of its coastal resources. However, during recent decades, negative impacts from improperly planned urban and tourism developments, such as poor solid waste and sanitation practices have affected water quality and near shore ecosystems, especially in the important north and northwestern tourism destinations of Negril, Ocho Rios, and Montego Bay. For its own self-preservation, Jamaica's tourism industry had to address the impacts of its own operations on the natural resources that sustained its wellbeing.

In other locations, such as Port Antonio in the northeastern parish of Portland, tourism and the general economy have been in steady decline. With both the railroad and local airport closed, the area is a mountainous road trip of 2 hours 30 minutes from Kingston. Capturing only 15,000 visitors out of an annual total of approximately 1.3 million to the island in recent years, and with occupancy rates significantly below 20 percent, some of the area's hotels and attractions have closed their doors, and the area has witnessed an exodus of labor to other parts of the island. The irony is that the parish is the birthplace of tourism in Jamaica, and was a favorite destination for Hollywood stars and writers in the 1950s and 1960s.

In 1997, with support from regional and local environmental initiatives (Caribbean Hotel Association/Caribbean Alliance for Sustainable Tourism, and the Jamaica Hotel and Tourist Association, respectively), USAID launched a new, collaborative partnership to fund the introduction of environmental management systems and best practices in small (less than 100 rooms), locally owned hotels, which comprise more than three-quarters of all hotel properties in Jamaica. In recent years, as the project evolved, the project scope has been expanded to encompass — among other things — an integrated, environmental destination program for the Port Antonio area.

Project Objectives

USAID/Jamaica's environment program's goal has been to improve natural resources quality in selected areas across Jamaica. Major project activities have focused on improving wastewater management, helping the government develop environmental policies, and promoting environmental best practices in coastal zone management, watershed management, and sustainable tourism.

The objectives of the EAST project were:

- Consolidate and expand the application of sound environmental management in the hotel/tourist industry and manufacturing sector, with an emphasis on creating linkages between these sectors and with the community
- Develop environmental champions in the hotel and manufacturing industries to encourage adoption of best environmental management practices by others in their industries
- Build the capabilities of both Jamaica Hotel and Tourist Association and the Jamaica Manufacturers Association to offer environmental management services to their members (and non-members)
- Work with vocational and tertiary institutions to include best environmental management practices in their hospitality and tourism curricula
- Transfer the lessons learned from the first phase of the project to other businesses in Jamaica and the wider Caribbean
- Design and implement a pilot plan for Port Antonio/Portland as a model for a sustainable tourism destination program

Approach

Throughout several phases, the EAST program evolved into a national sustainable tourism program. It began in 1997 as a demonstration of the benefits of improved environmental management in the hotel and manufacturing sectors. The first phase included the undertaking of environmental audits, training in environmental management systems (EMS), and supplying environmental equipment for 14 small hotels in Negril. This was soon extended to include Port Antonio, Montego Bay, Ocho Rios, and the South Coast region, as well the auditing of 10 manufacturing facilities in Kingston/St. Andrew. The program was again extended in 1998-1999 to include additional hotel/manufacturing audits, introduction of the

Green Globe 21 certification, analysis of financing and economic incentives for both tourism and manufacturing, and the development of an institutional plan for the Jamaica Hotel and Tourist Association (JHTA) to sustain the efforts of the EAST project long after the project is completed.

An EMS is a systematic framework for integrating environmental management into an organization's activities, products, and services. A critical step in any organization's adoption of an EMS is identifying those aspects of operations (e.g., use of chemicals in housekeeping, landscaping) and introducing changes in the facilities and practices that minimize the impact of the organization on the natural and social environment. The EMS standard distinguishes itself from environmental performance standards in that it focuses on the organizational aspects and the process for determining appropriate levels of environmental performance, rather than prescribing specific technology criteria.

Two concepts that are important in understanding how an EMS works are (1) continuous improvement and (2) best environmental management practices or "best practices." The concept of continuous improvement implies that the organization can begin at any level of environmental performance. Through an iterative cycle of setting policies, planning environmental objectives and targets, implementing specific actions, measuring the results, and reviewing the overall effectiveness of the program, the organization will improve its environmental performance over time.

In June, 2002, EAST activities were coordinated with two other USAID/Jamaica projects: CWIP and R2RW. This coordination occurred under an Integrated Water and Coastal Zone Management Program that has comprehensively dealt with water quality and other environmental issues within selected basins and receiving coastal waters. EAST's principle counterparts have been the Jamaica Hotel and Tourist Association, Jamaica Manufacturers Association, Ministry of Tourism and Sport, Natural Resources Conservation Authority, and Jamaica Bureau of Standards.

In addition to continuing to focus on EMS and environmental best practices, emphasis was also placed on educating young people about responsible tourism. As a result, the project worked with various educational institutions in the region to promote responsible tourism through sustainable development, including Runaway Bay HEART Hotel and Training Institute, by developing and implementing a "green" curriculum. Moreover, EMS and certification were introduced for natural attractions for the first time.

Increasingly, EAST activities have been designed to transfer successful policies and practices to the wider Caribbean through development of case studies, presentations at regional conferences, and coordinating visits of public- and private-sector decision makers to Jamaica, as well as through the Certified Hotel Environmental Managers Initiative, which encompassed several other countries in the Caribbean.

In May 2003, USAID extended the project for an additional 24 months, with this phase focusing on establishing a "green destination" in the parish of Portland. EAST also helped implement a related economic development plan that addressed increased employment by creating new, environmentally sensitive, economic opportunities for the region.

Together with the JHTA, the project spearheaded a sustainable development process by promoting an integrated tourism development approach through the establishment of the Portland Destination Management Group (PDMG). A multi-stakeholder entity, the latter supports the implementation of sound environmental programs within the general Port Antonio area. The goal of the group is to achieve international recognition by certification at the destination level from Green Globe 21 — a feat that has been accomplished in few other destinations in the world, such as Dominica.

Achievements

Over its project life, EAST became the centerpiece of industry and government efforts to improve the environmental performance of Jamaica's tourist industry, and its findings and practices have been introduced in other countries of the Caribbean and elsewhere. In addition, the project has strengthened the linkages between tourism and other sectors such as manufacturing, as well as civil society.

EMS and Certification

Of the 62 hotels in the EAST program, 30 have received environmental certification, and an additional 30 are actively implementing EMS in their operations. The first five hotels in the world to receive Green Globe 21 certification are located in Jamaica, and the country has the largest number certified to date.

The results have been significant in reducing water, chemical, and energy consumption, as well as solid waste and wastewater disposal. For example, data for five large hotels that implemented EMS indicate a total annual net savings of 52 million gallons of water and enough electricity to provide power to more than 7,000 Jamaican households, thus reducing carbon dioxide emissions by 2,100 tons.

Two natural attractions are now certified, one of which (Green Grotto Caves) was the first in the world to receive Green Globe 21 attraction certification. Three additional attractions are applying for certification. More than 15 manufacturing companies have been audited, and currently some are in the process of establishing EMS and preparing for ISO 14001 certification.

EMS participation is voluntary, so innovative incentives have been used to gain interest in the program. For example, hotel insurance in Jamaica is very costly, but subsidies are available through the Caribbean Alliance for Sustainable Tourism for a property with an established EMS. Insurance brokers also give concessions to Green Globe 21 certified hotels since they are implementing health and safety measures required for certification.

Environmental Training

Several training and educational initiatives have been undertaken, catering to various audiences. The hotel managers and supervisors in all of the EAST-assisted properties have had EMS training. A certified hotel environmental manager program for professional development has been introduced (20 managers to date have been certified).

Local consultants have been trained to conduct environmental audits and assessments for the tourism and manufacturing sectors, and Tourism Product Development Company inspectors trained for hotels and attractions.

More than 500 students have been certified in environmental best practices by the Runaway Bay HEART Hotel and Training Institute. Environmental leadership programs have been established in the hotel and tourism sector for on-the-job training. Before its ending, EAST was also working with the University of the West Indies/Jamaica to implement EMS in the hospitality management curriculum.

A Plant-A-Tree program has been established that enables tourists to purchase tree seedlings for schools to plant in a watershed; revenues from the sales are split between the schools and JHTA for funding environmental programs, including education camps for teenagers.

Integrated Destination Management

Although a nascent initiative, results are already visible. The PDMG and the setting of a single development goal have led to better coordination of activities and agenda, greater community involvement and awareness, and increased collaboration among the various interest groups in Portland Parish.

Lessons Learned

Jamaica presents some important lessons learned for other countries interested in introducing environmental management in the tourism sector and other industries:

Create incentives for voluntary action. EMS one of the most effective management tools, especially when applied to small hotel operations. However, EAST initially had difficulty in identifying 15 volunteer properties because there was no clear incentive to participate. Introducing the Green Globe 21 Certification created an incentive for continuous improvement. Annual re-certification becomes an incentive to keep the EMS operating, in time changing the mind-set from “standard practices” to “best practices” in business operations. Awards and other recognition programs encourage improvement and unleash the creative instincts (and collective knowledge) of hotel staff.

Demonstrate the benefits locally. Little or no information on the environmental performance of Jamaican hotels existed prior to EAST. Using specific examples of audit findings and EMS results from nearby hotels was much more powerful than references to experiences in other countries or even destinations within the same country. However, it can take a long time to show successes, especially at the community level.

Create environmental champions in industry. The most effective spokespersons for improving environmental management are hoteliers who have gone through the process. Their testimonials are accorded great importance since they understand the attitudes and decision-making criteria of their peers in the industry. Environmental champions are needed at virtually all levels, from owners to line staff, to overcome barriers to change. EAST was fortunate in that some of the larger resorts volunteered their expertise and staff to assist smaller properties through a “Big Brother” program.

Publicize the results. The hotel industry in Jamaica, as in other places, is very conscious about public relations. Coverage of the EAST Project, including documentary videos and national and international press coverage, has greatly raised awareness within the industry.

Institutionalize the programs. Perhaps the most important lesson is to introduce environmental management as part of an industry-wide initiative. On-site technical assistance needs to be supported by awareness and training activities. Housing the program in a hotel association like JHTA provided an excellent way to expand membership services and help redefine the industry’s reputation at home and abroad.

Empower the stakeholders. Dialogue and empowerment of stakeholders are crucial since their involvement is necessary to address environmental and social issues, and they will have eventual ownership of the process. In Jamaica, an array of national and local governmental agencies and organizations may be involved in a lengthy process typically needed to modify projects or formulate new ones. The establishment of the PDMG has helped in this regard. Since it has key public sector representatives as part of its constituency, in addition to the private sector, it should be able to signal any reforms or important needs and convey any urgency directly to the right authorities. Still, a challenge exists for the coordination and dissemination of information among all the players, and the time demand

placed on those involved. Groundwork in establishing governance mechanisms is slow in rewards and results, but necessary to sustain the process.

Opportunities and Next Steps

Hopefully, increased institutional mainstreaming of environmental best practices will continue to occur. An encouraging indication is that the Tourism Product Development Company is considering incorporating these practices as standard operating requirements for licenses issued to hotel and tourism entities. Similar measures could be taken for manufacturing activities. Also, the Urban Development Corporation, which manages several of Jamaica's natural attractions such as Green Grotto Caves, has stated its intention of continued environmental certification.

The implementation of an EMS and subsequent certification remain difficult processes for many smaller hotel properties. They frequently have limited management and technical abilities, high staff turnover (especially once trained), and often inadequate sourcing capital for environmental retrofitting. While EAST set up a mechanism for assisting with the latter, continued support will be needed in the near term, and perhaps beyond, from such entities as JHTA and the Caribbean Hotel Association/Caribbean Alliance for Sustainable Tourism.

To date, progress relating to the Sustainable Tourism Destination Plan for Portland Parish has been very promising. It is hoped that the PDMG will continue its excellent work in promoting community environmental awareness building, take ownership of the Destination Certification Programme and eventually gain Green Globe 21 Destination Status for the Port Antonio area.

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ANNEX 2.E: JORDAN

Project Name: Support to Jordan's Tourism Industry (AMIR 2.0)	Contract Number: 278-C-00-02-00210-00
Project Duration: 2002-2006	Funding Mechanism: Contract (Mission)
Strategic Objective: SO 278-005 Increased Economic Opportunities for Jordanians	Budget: \$78,907,223
Donor Agencies/Partners: <ul style="list-style-type: none"> • Amman Applied University for Hospitality Training • Aqaba Special Economic Zones Authority • Chemonics International • Economic Consultative Council member • Jordan Hotel Association • Jordan Inbound Travel Agents Association • Jordan Restaurant Association • Jordan Society of Tour and Travel Agents • Jordan Tour Guides Association • Jordanian Tourist Board • Ministry of Tourism and Antiquities • Royal Hashemite Court • Royal Jordanian Airlines • Royal Society for the Conservation of Nature 	

Context

Jordan is a small country with limited natural resources. It has been classified by The World Bank as a “lower middle income country.” The per capita GDP was approximately \$1,817 for 2003 and 14.5 percent of the economically active population, on average, was unemployed in 2003. However, education and literacy rates and measures of social well-being are relatively high compared to other countries with similar incomes. Jordan is aggressively pursuing economic reform and increased trade, and has emphasized the information technology and tourism sectors as promising growth sectors. The low tax and low regulation Aqaba Special Economic Zone is considered a model of a government-provided framework for private sector-led economic growth.

In the 1990s, tourism emerged as a key driver of the country’s economy. It is now the single largest employer and the second highest producer of foreign exchange. Between 1993 and 2000, tourist arrivals to Jordan increased 84 percent, to reach 1.2 million visitors in 2000. Tourist receipts during that period represented 12 percent of the kingdom’s GDP. In 1998 the Jordanian Tourist Board (JTB) was created, and early successes increased tourism revenues to 20 percent of Jordan’s GDP by 2001. The aftermath of the September 11, 2001 terrorist attacks and the resumption of conflict in the region have caused tourism revenues to drop drastically, and 2002 estimates put tourism’s contribution to the GDP at just 8 percent. This decline left the tourism sector facing an economic crisis that has called for a rapid-response

rethinking of tourism sector practices and development of more progressive and proactive national tourism. As a result, the Market-Friendly Initiatives and Results Program (AMIR 2.0) was launched in Amman in September 2002.

Project Objectives

The goal of AMIR 2.0 is to create economic opportunities for Jordanians by promoting broad-based economic growth. The program supports private-sector development and policy reform through five initiatives: business management development, financial market development, information and communication technology initiative, microenterprise initiative, and a private-sector policy initiative.

Under the Business Management Initiative portion of AMIR 2.0, project partners provide support to Jordan's tourist industry by developing business skills, strengthening business associations, and supporting public-private partnerships. Specific support to the industry includes development of sector-specific strategies, training of Jordan Hotel Association executives, and grants to tourism and hospitality organizations in Jordan. Project activities will be perpetuated in part by the government's allocation of 4 percent of national tourism receipts through 2010 for international marketing, product, and human resource development.

Although there is no tourism sector *per se* within USAID/Jordan, the AMIR project builds upon the Mission's water and economic opportunity pillars. Project objectives revolve around strategic assessment, planning and implementation, decentralized governance, and capacity building. Specific objectives are to:

- Develop Jordan's National Tourism Strategy and support a more enabling institutional and regulatory environment for tourism growth
- Strengthen the marketing capacity of the JTB and of tourism associations to engage the private sector in policy formulation, implementation, and product development
- Support the adoption of a policy for private-sector management of tourism assets
- Improve Jordanian tourism competitiveness and enhance tourism's contributions to Jordan's GDP and subsequent economic opportunities for Jordanians
- Revolutionize Jordan's product offering by diversifying for niche markets and aggressively promoting private-sector investment in tourism assets
- Reform planning and implementation by institutionalizing a results-driven public-private partnership

Approach

To achieve tourism objectives set out in the work plan and subsequent national tourism strategy, the AMIR program provides technical assistance, institutional strengthening and capacity building, training, grant funding, and equipment.

Following a series of in-depth analyses of Jordan's financial and human resources, policies and procedures, institutional framework, and management capacity vis-à-vis the tourism sector, the AMIR project (via provision of technical assistance and financial support) worked with JTB to strengthen tourism's institutional framework, improve marketing effectiveness and enhance the operation of stakeholder partnerships. A steering committee with focused work teams was created in 2002 to develop a national strategic plan, and the group met during an intensive workshop at Petra in June 2002 to address the recurring topics of marketing and promotion, product development, regulatory and institutional framework, and human resources. A national strategy, integrating niche market development, a value-chain approach, and cluster-competitiveness, evolved from this meeting to give coherence and an aggressively proactive approach to tourism initiatives in the kingdom.

Performance indicators for AMIR include:

- Double the national tourism revenue from foreign sources in real terms to JD 1.3 billion
- Expand tourism related employment to 51,000 jobs and develop thousands of small- and medium-sized enterprises
- Bolster government tax revenue from the growing tourism industry to capture JD 455 million annually
- Diffuse Jordanian tourism regionally

The project was monitored through reports to the central bank and surveys.

Achievements

Support to Jordan's tourism industry was provided as part of the AMIR 2.0 project. Project partners achieved the following:

- In 2002, the project conducted extensive analyses of JTB's business plan; financial and administrative procedures; human resources systems, policies, and procedures; and institutional framework, management capacity, and operations.
- The project began work with key tourism stakeholders in 2002 to design a strategic approach for developing the tourism economy of Jordan. This public-private partnership included the Ministry of Tourism and Antiquities, the Jordan Tourism Board, the Jordan Hotel Association, the Aqaba Special Economic Zone Authority, the Royal Society for the Conservation of Nature, Jordan Society of Tour and Travel Agents, Economic Consultative Council, and the Royal Hashemite Court. His Majesty King Abdullah II unveiled the national tourism strategy at the World Economic Forum in May 2004.

Since the inception of the strategy, the Government of Jordan has allocated a substantial increase in the tourism marketing budget, endorsed private-sector management of tourism assets, produced a human resource development strategy, supported the creation of the Jordan Inbound Tour Operators Association, and catalyzed the Open Skies initiative. Currently, hotel quality and performance standards are being established, tourism services and management training are being offered, and other enabling practices are being implemented. Fifty-thousand microenterprise borrowers have accessed credit, including many women entrepreneurs.

Capacity-building has been multi-faceted, focusing on hoteliers, tour operators, and business association. Hotel-owning companies participated in a seminar on alternative investment strategies and securing financing, as well as how to prepare for Initial Public Offerings for those who may seek equity or debt financing in the open market. The JTB also facilitated workshops on crisis management in response to the drastic drop in tourist visitation following regional unrest in the new millennium. These workshops identified impediments and possible resolutions to the decline in visitation. A second workshop, aimed at business associations, broadened participant's knowledge of the industry and discussed how to target new investors and clients around the world.

Another facet of capacity-building was the provision of a grant to modernize the computer system at Ammon Hospitality College, Jordan's only specialized hotel, tourism, and technical training school. Ammon Hospitality College's enrollment and graduation rates are on the rise, especially among women, and are expected to double during the next four years.

In addition to general project achievements, the AMIR project also achieved numerous cross-cutting results. Natural resources management has been brought to the forefront under the directive of the JTB and the Royal Society for the Conservation of Nature. This collaboration has generated rapid growth in the adventure, nature, and ecotourism niches. The Azrag and Wadi Dana Nature Reserves will use a \$3 million grant from the Royal Society to fund conservation activities and build an interpretive center. The interpretive center will focus on several themes, including Jordan's natural heritage, water conservation, and environmental protection. Other U.S. government agencies such as the U.S. Department of the Interior and the U.S. Department of Commerce's National Oceanic and Atmospheric Administration (NOAA) consulted with locals to devise a national park management strategy and sponsor an IUCN ecotourism conference.

Often, national park preservation is synonymous with cultural and historic preservation. Centerpieces of cultural preservation in Jordan include Bethany (Jesus' alleged baptismal site), Lot's Cave, and the World Heritage Site at Petra. A \$3 million endowment for the American Center for Oriental Research, Jordan's premiere international archaeological institute will address preservation of the Amman citadel, the Madaba archaeological park, and the Byzantine church at Petra. Adverse tourism impacts in Petra have been reduced with construction of a waste-water treatment system in Wadi Mouda. The plant benefits 1,100 local households.

Lessons Learned

External influences or weak foreign exchange can be very destabilizing for a tourism market. A corollary in Jordan is the relative success of attracting Middle Eastern tourists, yet few European or American visitors.

The principal constraint to a sustainable tourism industry in Jordan remains the widespread regional unrest: tourism visitation and revenues ebb and flow with the waves of regional instability.

The 2002 AMIR assessment identified constraints to, and possible solutions for, successful and sustainable tourism:

- In collaboration with the government, it is critical to restore a growth pattern to tourism.
- The Jordanian government must bolster the JTB budget, approve structural changes, and conduct skills recruitment to empower board's capacities.
- JTB must expand information management with Web capability to interface with customers and serve as a support/distribution system for products. Research into target marketing and position is also critical.
- The relationship between JTB and Jordan's national airline carrier, Royal Jordanian Airlines needs to be enhanced.
- Compared with similar tourist locales, Jordan exhibits low visitor spending because of short duration of stay, uncoordinated visitor servicing after arrival, and lack of information on product range and diversity. Jordan averages \$485 per daily tourist expenditures to Egypt's \$767, Lebanon's \$1,000, and the global average of \$670.
- Visa, immigration, and customs processing must be streamlined and airfares must be competitive to unencumber Jordanian tourism.
- Numerous barriers to entry exist, from high capital requirements and minimum deposits for foreign and domestic investment. Excessively burdensome regulations are prohibitive to Jordanian tourism competitiveness. As an example, tourism operators must deposit JD 50,000 as a financial guarantee of investment with the government. The deposit exceeds JD 10 million for new bus companies.

Problems and constraints continue at a lower level, including:

- Lack of interpretation or signage
- Inadequate transportation to and around sites
- Inadequate visitor centers and museums shops
- Poor access to local handicrafts
- Inadequate guide and hospitality training
- Lack of promotion within Amman and in-country
- Hotel distribution, with most concentrated in the north and with only a limited number of luxury hotels

Opportunities and Next Steps

Tourism in Jordan is presently at an important crossroad. The economic crisis has brought into sharp focus the need for action to move the industry from a reactive, crisis management mode into a state of sustainable growth. There is a need to broaden the product base and expand the targeting and segmenting of its markets.

Diversifying the product can be accomplished through several means. Maximizing Jordan's premier reputation for cultural heritage experiences, health, and wellness offerings, and "welcoming, friendly people" is conducive to promoting national tourism. Other niches to be explored are adventure travel, ecotourism, and the "Meetings, Incentive, Conferences, and Exhibits" (MICE) concept.

Adventure travel and ecotourism is viable particularly at the Red Sea (scuba diving, snorkeling, spas, and mountain biking), Wadi Rum (desert trekking and camel rides), Mujib Wildlife Reserve (mountain biking and trekking), and Shaumari Nature reserve (landscape, biodiversity, and rare plants). A concerted marketing campaign and development of cultural centers and large-scale hotels can attract MICE business tourism. Similarly, cultural events such as the Jeras Festival for Culture and Arts or the Souk Ukaz Festival could be promoted. A strategy to better coordinate the timing of events, factoring in seasonal fluctuations, and a regional and international marketing plan would heighten attendance. Handicraft production would benefit from certification, project branding, competitive pricing with regional goods produced in bulk, and promotion at international fairs.

To fully develop niche tourism in Jordan, a well-defined direct target market of tour operators and specialist agents is necessary, as is direct support for producers selling their products through specialized media or distribution systems.

Geographic, product association, or thematic cluster approaches are other means to create linkages between different tourism sectors and markets. A cluster-based approach focusing on tours of the Holy Land, or an Egypt/Jordan package, or other variations would be an alternative approach to existing practice.

Diversification and cluster approaches are facilitated through market research and feasibility studies. Currently, statistics about tourists and their travel preferences in Jordan are limited. Information concerning principal attractions, length of stay, visitor expenditures, and travel deterrents can be used to improve or redirect existing tourism products. A comparative analysis indicates that pressing tourist concerns in Jordan include security and peace, proximity to Europe, safety for female travelers, construction of family-oriented facilities, and visa cost for day visitors. Likewise, improvements in infrastructure, public toilet facilities, telecommunication, catering, disabled facilities, and information availability are needed to enhance satisfaction with the Jordanian tourist experience.

Other necessary institutional reforms include enhancing the Ministry of Tourism and Antiquities Mandate to ensure effective implementation of tourism plans and transforming JTB into a private sector-oriented institution. In addition, JTB's status should be evaluated from a legal perspective to ensure its private-sector orientation and confirm this as a best practice.

Along with local and international institutions, the JTB and the private sector have vested interests in developing high standards of training and education for tourism development. These standards include:

- Developing a center for tourism human resources development
- Establishing tourism occupation standards
- Supporting and facilitating a tourism qualifications framework, through which all learning achievements in the tourism industry may be measured and related coherently to define the relationship between education and training awards
- Encouraging and promoting training culture in industry
- Developing quality tourism and hospitality programs in training curricula

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www.amir-jordan.org

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ANNEX 2.F: MEXICO

Project Name: Strategic Planning and Monitoring for Conservation and Sustainable Development	Contract Number: 523-G-00-00053-00
Project Duration: 2000-2003	Funding Mechanism: Grant (Mission)
Strategic Objective:	
Donor Agencies/Partners: <ul style="list-style-type: none"> • USAID/EGAT/NRM • DevTech Systems • Conservation International 	

Context

As home to several key and endemic species — including jaguars, spider monkeys, red-backed squirrel monkey, and Baird’s tapir, which altogether account for 12 percent of total Meso-American species; 24,000 different plant species, including 5,000 endemic plants (including two flora families: *Lacandoniaceae* in Chiapas, and *Ticondendraceae* in Oaxaca); 70 orchid species; and 1,159 endangered terrestrial vertebrate species — Meso America is the world’s fourth most biologically rich hotspot, and its second most valuable ornithological hotspot. In addition, valuable tree species — Spanish cedar, Big-leaf, and Pacific mahogany — are present in the region. The region contains several ecosystems, including dry forests, lowland moist forest, montane forests, intermittent coastal swamps, mangrove forests, and broad-leaved and coniferous forests. Only 20 percent of these forests are preserved in their original state, and human extractive activities — including large-scale timber extraction, monoculture export crops, and oil and mineral development — are responsible for much of the degradation. These environmental concerns are exacerbated by problems of inequity in land distribution and an average regional population growth of 7 percent to 10 percent.

Selva Lacandona presents a veritable wealth of attractions for tourism, such as outdoor adventure-type activities, cultural richness of diverse indigenous communities, singular beauty in the natural landscape, and archeological treasures. However, because of its location within the Chiapas region of Mexico, the area faces challenges to developing tourism. Social unrest in the form of conflicts over land rights has long plagued the area, and Chiapas’ exponential increase in population between 1970 and 1990 has further pressured the region, particularly Selva Lacandona. In addition, logging, if it continues unchecked, will have adverse impacts on the very resource that attracts tourism to the region.

Within this context, USAID has partnered with Conservation International on four ecotourism projects since 1995, the first being a pilot ecotourism hotel in Frontera Corozal, Chiapas under an initiative that ended in 1998. Based on the success of this first initiative, USAID has subsequently partnered with Conservation International to implement a participatory planning process under the Selva Lacandona Regional Strategy Program (1998-2003). An ecotourism assessment of the region was performed in 2000, which enabled the establishment of a small grants program for ecotourism under the Selva Maya Small Grants Program. These successes encouraged the Government of Mexico to begin supporting ecotourism initiatives in FY 2001.

Project Objectives

The Selva Lacandona project had three primary objectives:

- A joint regional strategy for the conservation of biodiversity in the Lacandon Region of Chiapas
- A monitoring system of critical areas within the Lacandon Forest
- Training for the Lacandon indigenous communities (Maya Lacandon, Tzeltal, and Chol people) in the management of protected areas

Approach

A strategic plan for conservation of biodiversity in the region was produced through participatory process with governmental agencies, communities, local NGOs, research institutions, and universities in June 2002. The resulting implementation of this strategic plan yielded a monitoring system for forest cover and land use based on remote sensing and satellite images, and a resulting early warning system for forest fires and invasions of protected areas. Information from this system was integrated into a geographical database for Selva Maya and Mesoamerica. A similar system was developed for monitoring water bodies. Field visits provided a baseline evaluation of water quality and an inventory of the water bodies in the Lacandon Region. The Selva Lacandon project also conducted training activities in natural resources management for indigenous communities; subject matter included planning and land distribution, monitoring projects, over-flights, and field activities.

Tourism training and development was an integral part of USAID's Selva Lacandona project; this led to the initiation of four ecotourism activities. These operated predominantly in indigenous areas of the region, and training activities provided to indigenous communities (primarily the Chol) centered on acquisition of entrepreneurial skills, business diversification, and facilities management.

One programmatic approach of particular note for tourism in Selva Lacandona is the importance of incorporating gender equity issues within the context of tourism initiatives. Women often hold primary responsibility for the success of family-run hospitality initiatives, but have comparatively little authority over the revenue generated by those initiatives. It is paramount to increase women's participation in decision-making processes and through training programs to give them the necessary skills to improve their capacity to provide services and to negotiate for greater control of family resources. In addition, women and children often suffer more from the negative impacts of increased tourism on a region, specifically potential environmental health concerns, the likely negative effects of increased alcohol abuse by men, and greater risks of sexual activity with visiting tourist populations (either by themselves or by the men in their lives). Tourism presents a tremendous opportunity for a region with such a rich diversity of archeological, natural, and cultural resources; gender roles and dynamics need to be carefully considered when planning tourism development activities.

Achievements

USAID's tourism activities in the region have made significant progress in a number of areas:

- Facilitated an increased comfort level between reserved indigenous communities and visiting tourists
- Provided training to meet needs recognized by host communities
- Increased understanding by host communities of the need to improve facilities for tourists, including sanitary dining facilities, potable water sources, wastewater treatment, and trash disposal.
- Increased awareness by community elders regarding the economic contributions that female community members can make in the livelihood of the community

- Increased awareness of the vulnerability that comes from relying solely on one economic endeavor, such as ecotourism; for example, 2002 was a particularly poor year for generating revenue, and the sharp decrease in tourist visits caused irreparable damage to the social fabric of the community because of disagreements regarding limited tourism revenues

Lessons Learned

The advent of tourism in the Selva Lacandona region followed the construction of a paved road into the region in 1996. Prior to that time, fewer than 700 tourists visited the region every year because of the inaccessibility of the area. By 2003, more than 55,000 tourists came to the region annually. As a result, the project needed to prepare communities to respond to change. Greater attention was paid to helping community members take a more participatory role in guiding development that was acceptable to the local culture and benefited the indigenous population.

Several lessons were learned from the Selva Lacandona project:

- The importance of working with a wide variety of stakeholders when developing conservation strategies
- The need to develop accurate monitoring systems to provide information for gauging the effectiveness of project implementation
- The immeasurable value of developing human resources within local communities for the effective management of protected areas

The specific goals of the tourism component of the Selva Lacandona initiative were to ensure that the landscape and culture would not be irrevocably altered when implementing natural resources management and tourism activities. To achieve this and establish local ownership for similar tourism initiatives, several considerations must be incorporated into project design and implementation:

- ***Providing skills and management training for local communities.*** A project must assist local communities conduct a training needs assessment or otherwise identify the skills that would benefit them for ecotourism ventures.
- ***Adopting an implementation plan which recognizes local capacity and builds the ecotourism product from within rather than from without.*** Local communities must feel ownership of ecotourism initiatives within their communities, and they must be empowered to manage those initiatives to realize the full potential for economic growth, natural and cultural preservation, and increased self-determination.
- ***An equal distribution of the ecotourism returns.*** Ecotourism as an industry or sector is particularly sensitive to social and cultural strife. Since product promotion frequently occurs by word of mouth, even the slightest hint of discomfiture in the destination site will cause the destination to lose appeal for the visitor. In consideration of this, the economic returns that result from ecotourism ventures must be distributed equally and evenly throughout the host community so that all sectors of the society benefit from the activity. If the ecotourism initiative can garner everyone's support, it will benefit every member of the community to support the initiative.
- ***Maintaining a positive perception of the ecotourism activity by the host community is essential for the preservation of the destination image.*** Just as tourism is susceptible to fluctuations caused by international political events (the ultimate example being the September 11, 2001 attacks on the World Trade Center), so too the market is affected by negative experiences at the destination.

- ***Promoting additional economic activities to retain youth.*** In addition to tourism activities, alternative economic opportunities must be developed in rural conservation settings to prevent “brain and capacity drain” to the cities. Since community-based tourism initiatives rely entirely on the community’s capacity to manage and maintain a standard of operations, the retention of skilled and entrepreneurial actors is essential for success in the sector.
- ***Creating lending and borrowing institutions to finance micro-projects and community development.*** Despite its success in garnering an ever-increasing portion of the international market, tourism continues to be met with skepticism by lenders, and bears the stigma of an unstable sector that is subject to any number of effects. Subsequently, few credit options exist for entrepreneurs interested in investing in tourism initiatives, as compared to the wide array of financing mechanisms available to support other economic activities.

Opportunities and Next Steps

Despite the objectives and approaches of the project, some friction remained between local populations and tour operators, specifically about waste disposal and loss of tourism revenues outside the community. These two issues are indicative of the types of issues that might be addressed in follow-on initiatives.

Related Materials and Sources of Information

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<http://www.biodiversityhotspots.org>

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ANNEX 2.G: NAMIBIA

Project Name: Living in a Finite Environment (LIFE)	Contract Number: 690-A-00-99-00227-00
Project Duration: 1993-2009	Funding Mechanism: Cooperative Agreement Geographic Information for Sustainable Development (GISD)
Strategic Objective: 673-003 Increased benefits received by historically disadvantaged Namibians from sustainable local management of natural resources.	Budget: \$17,000,000
Donor Agencies/Partners: <ul style="list-style-type: none"> • Associates in Rural Development, Inc. (ARD) • Government of Namibia, Ministries of Environment and Tourism • Management Systems International (MSI) • Namibian Community-Based Tourism Association (NACOBTA) • Rossing Foundation • USAID • World Wildlife Fund (WWF) 	

Context

Namibia has a total land area of approximately 825,000 sq km and a population estimated at 1.8 million, with an annual growth rate of three percent. It is the driest country south of the Sahara, with average rainfall varying from above 600 mm in the northeast to less than 25 mm in the Namib Desert to the west. Rainfall is erratic both temporally and spatially, leading to large localized differences in precipitation and large fluctuations from one year to the next. Drought is a regular occurrence.

The shortage of water is the main limiting factor on Namibia's economy, which is almost entirely reliant on natural resources. Two-thirds of the population live in rural areas and are directly dependent on the soil and living natural resources for their livelihoods.

Although Namibia is classified as a low-middle income country with a relatively high per capita income (\$1,730 in 2001), the distribution of income is highly skewed. Namibia has a Gini coefficient measuring 0.70, which is one of the highest values recorded worldwide. Approximately 55 percent of the nation's income accrues to only 10 percent of the population. Fifty percent of the population fall below the poverty line and almost 35 percent of Namibians live on less than \$1 per day.

Because of the highly variable climatic conditions, there is a need to diversify economic activities in rural areas. Wildlife-based tourism is one of the main forms of diversification, and tourism is the third highest contributor to GDP. However, in the past, local communities were excluded from most of the benefits from tourism, apart from some menial jobs.

In many communal areas, wildlife numbers declined dramatically in the 1980s because of drought and heavy poaching by South African officials and local people. In northwest Namibia, NGO projects demonstrated that community-based approaches to wildlife conservation could be effective. Namibia developed a new Policy on Wildlife Management, Utilization and Tourism in Communal Areas and the Nature Conservation Amendment Act of 1996. The intent of the policy was to enable rural communities to gain the same rights of use and benefit from wildlife as commercial farmers and to gain rights over tourism concessions. The Nature Conservation Amendment Act of 1996 enabled the Minister of Environment and Tourism (MET) to give rights over wildlife and tourism to local communities that formed a management body called a conservancy.

Conservancies are socially, rather than territorially or administratively defined. They could include multiple communities. Before rights were conferred, a conservancy was required to have defined membership and boundaries and a representative management committee. Once these conditions were met, the Nature Conservation Amendment Act conferred the ownership of game that could be hunted (i.e., oryx, springbok, kudu, warthog, buffalo, and bush pig) for the conservancy's own use and the right to apply for permits for the use of protected and specially protected game. The government set the quota for off-take.

The LIFE project diverged significantly from historical land allocation practices and access to resources in Namibia under colonial rule. When Namibia was under German rule between 1888 and 1917, white settlers appropriated much of the central part of the country and began the process of developing "reserves" for the native tribal groups. In many instances, the land allocated to tribal groups was amongst the least suitable for crop growing and livestock farming, constituting large parts of the arid northwest and of the Kalahari sand veld in the east and northeast. At independence in 1990, the freehold sector (almost exclusively white) comprised 43 percent of the country's landholdings, 41 percent was communally held land, and 15 percent was conservation areas and other state land. Nearly one million people now live on communal land, while a few thousand people own land in freehold. The LIFE project, by contrast, is demarcated by decentralization of natural resources and a shift in land distribution.

Project Objectives

USAID began funding community-based conservation in Namibia through the LIFE Project in 1993, as an extension of the Botswana Natural Resources Management Project (1989-1997). The aim was to support existing government and NGO initiatives to devolve rights over wildlife and tourism to local communities in order to promote sustainable natural resource management on communal land. The LIFE Project entered a second phase in 1999, which ended in 2004, and a third phase will run through 2009.

The overall objective of LIFE has been to improve the quality of life of rural Namibians through sustainable natural resources management. The project has focused on three main components:

- **Rural development:** increasing the income and other benefits to local communities through sustainable natural resources management, and in particular through wildlife-based tourism activities
- **Democracy and governance:** supporting the establishment of representative community-based management institutions called conservancies, which can make decisions about natural resources management and other development activities
- **Sustainable natural resources management:** the objective is for the conservancies to actively manage their land resources, leading to an improved resource base

Approach

LIFE I: In this phase, the project operated as a pilot community-based natural resources management (CBNRM) effort and was designed to test CBNRM approaches in Namibia. The targeted areas were primarily Caprivi and eastern Otjozondjupa (Nyae Nyae) regions in the northeast areas of Namibia.

LIFE II: This phase provided continuing support for earlier conservancy development efforts and built upon the successful efforts of LIFE I. It expanded program support to Erongo and Khaodi/Hoas areas of western Namibia. Phase II also provided support for the development of an effective national-level CBNRM program management structure. The intent was to build up Namibian capacity, both governmental and nongovernmental, to fully manage the program as the WWF involvement was scaled down and phased-out.

LIFE III (“LIFE Plus”): This phase will focus on institutional support to the Ministry of Environment and Tourism to build its capacity to implement CBNRM. It will continue to build the capacity of NGOs to support the conservancies as well as their institutional capacity of conservancies to manage their own affairs. An additional goal is to help them build sound governance systems and procedures that ensure accountability and transparency in decision-making and financial management. Harmonizing and possibly integrating sector policies that promote CBNRM, and coordination between sectors, are important. LIFE Plus has a strong emphasis on small business development by conservancies and individuals and will continue to support conservancies in their management of natural resources, particularly with wildlife monitoring and exploring options for sustainable use.

Achievements

As noted in the USAID Strategy, FY 2004-FY 2010, the LIFE Program has, on the national level, positively affected economic growth and poverty reduction, biodiversity recovery and environmental rehabilitation, and government policy and legislation, as well as local participation and empowerment. Income and benefits to CBNRM program participants reached \$2.35 million in 2004. The total number of conservancies increased from 15 in 2002 to 31 in 2004. Eighteen of the conservancies are receiving cash benefits. Contributions to the national economy by CBNRM-assisted enterprises are conservatively estimated at \$5.5 million, including turnover of joint-venture lodges, sustainable trophy hunting, thatching grass, and other direct-income sources.

Private-sector partners in conservancies generated these revenues, while conservancy income and benefits, estimated at \$1.76 million, represent a 31 percent increase over last year. Job creation has also expanded, with 547 full-time and 3,250 part-time jobs created in conservancy areas. The number of beneficiaries has reached 98,995, more than double the target of 48,825. There are an additional 100,000 beneficiaries in the emerging conservancies. In some regions, it is estimated that, in 2003, conservancies directly provided 35 percent of residents’ total cash income and 28 percent of area employment.

Presently, 31 registered communal area conservancies exist in Namibia, covering close to eight million hectares of land. This is an increase from four conservancies in 1998 covering an area of 1.682 ha. The government is poised to register and gazette an additional 10 conservancies, and another 40 are being formed. This represents significant growth within six years, given that forming a conservancy can be a lengthy and time-consuming process — particularly negotiating boundaries with neighbors and registering members.

Significantly, a number of communities that do not have much potential to generate income from wildlife and tourism have formed conservancies. In some cases there might be unrealistic expectations concerning income generation; however, in others instances, different motives appear to be important. Residents

seem to believe that conservancies can provide useful institutional arrangements for managing other resources such as grazing and for gaining a stronger claim over their land.

There is now sufficient institutional capacity and potential for older conservancies to network with and serve as mentors for others. Institutionally, USAID has helped create a CBNRM unit at the MET and the formation of the Namibian Association of CBNRM Support Organizations (NACSO).

Conservation Benefits

The development of conservancies has contributed to the maintenance of wild habitat and has helped promote wildlife and tourism as legitimate land uses. Most of the registered conservancies have inventoried existing land uses and zoned specific areas of their conservancies as dedicated wildlife management areas in which trophy hunting and/or photographic tourism is being promoted.

Since 1999, more than 3,000 mixed plains game animals have been re-introduced into six communal conservancies. This major re-introduction effort is being broadly supported by the MET, the private sector (who have donated many animals), the LIFE Program, and international donors. As recently as 1998, the re-introduction of wildlife into communal areas would not have warranted such extensive attention. However, the change in community attitudes and attendant drops in poaching have created the right conditions for game re-introductions.

The increased community stewardship over wildlife is leading to a recovery of wildlife populations across large parts of northern Namibia, in particular the northwest. Not only are wildlife numbers increasing, but distributions of many rare and valuable species are expanding. In particular, the population growth of such endangered species as black rhino and Hartmann's zebra are well documented in northwest Namibia, while elephant ranges are expanding in both the northwest and northeast. High-value species such as roan, sable, and buffalo are also prolific. In the Kunene regional alone, gemsbok, springbok, and Hartmann's zebra sightings were up by 33, 16, and 11 percent, respectively, from 2002 to 2003. Just as significantly, game is also expanding into new southern tier conservancies. More wildlife translates into increased levels of benefits to communities.

Socioeconomic Benefits

The total estimated 2003 direct income and benefits to conservancies and community members amounted to nearly \$1.764 million. CBNRM-supported enterprises (i.e., joint-venture lodges, trophy hunting concessions, thatching grass industry, community-based tourism enterprises, crafts, and live game sales) resulted in the employment of 542 full-time and 2,933 part-time employees.

The conservancies with high wildlife numbers and good scenic attractions have the highest potential to generate income. Torra conservancy in Kunene Region, on the margins of the Namib Desert in northwest Namibia, is a good example of this potential. Torra has a small number of residents, only 120 households, within an area of around 352,200 ha. In early 2003, the conservancy distributed a dividend of \$76 to members, the first such household distribution the conservancy has made. It was the first conservancy to become fully responsible for all its operating costs (start-up costs for most communal area conservancies are provided by grants from the LIFE project). A number of its activities generate income, including a successful joint-venture agreement with a reputable southern African photographic tourism company to operate an up-market tourism lodge.

The rental and percentage of turnover from the lodge was \$30,300 in 2002, income from trophy hunting was \$18,000, and the live sale of game generated \$13,230. This provided a total income to the conservancy of \$61,500. Wages from the lodge were \$25,000 and wages from temporary employment by

the safari hunter were \$660. For the same period, the value of meat distributed was just over \$5,383, and the value of game hunted for personal use was \$4,187.

The amounts earned by the conservancy and the household dividend appear small in U.S. monetary terms. However, their significance becomes clear when one considers that the average income of subsistence farming households is estimated at \$700 a year, and for the poorest 20 percent of households around \$200 a year.

Democracy and Governance Benefits

Community members in the 31 registered conservancies are starting to exercise their devolved rights over wildlife and tourism. This devolution of authority to local level bodies is part of the government's broader democratization of natural resources management that includes giving local communities rights over forests and water.

South Africa's colonial rule in Namibia was based on top-down decision making that did not encourage local-level democracy. Since independence, the Namibian government has introduced a decentralized system of Regional Government. However, the regions are large and there is no government decision-making body below the region in rural areas. Conservancies are starting to fill this gap by providing local-level decision-making bodies that have funds of their own for communities to use for their own development.

Conservancy committees are learning to manage funds on behalf of their members and to include members in decisions on how to use these funds. They are learning to hold their representatives accountable and replace them if necessary. In one conservancy, committee members voted themselves substantial loans from conservancy funds. Once this became widely known by community members, the first available opportunity was used to replace the committee.

Since the initial policy change, several other policy and legislative reforms have been developed to support CBNRM efforts and devolve authority over NRM to local communities, including:

- A policy on the promotion of community-based tourism grants concessionary rights to conservancies for tourism lodge development and operations within conservancy boundaries (1995).
- New legislation currently being drafted (a Parks and Wildlife Act) is expected to give conservancies stronger rights over resources and to create opportunities for community participation in park advisory boards and community access rights to park and reserve resources.
- The wildlife conservancy structure and requirements serve as models for community forest management under a new Forest Development Policy and Forest Act. The MET has decided that rather than having separate conservancy and community forest committees within one community, the two institutions should be integrated. Rural Water Use Associations with their elected Water Point Committees, under new legislation administered by the Ministry of Agriculture, Water and Rural Development, have institutional requirements similar to the conservancies. These voluntary associations of individual rural water users would be allowed to manage a water point or group of water points, be responsible for their maintenance, and charge water use fees to cover costs.
- In 1998, the Namibian government adopted a national land policy that provides for tenure rights allocated under the policy and consequent legislation to include all renewable natural resources on the land, subject to sustainable use and the details of sector policy and legislation. Legitimate land rights holders include "legally constituted bodies and institutions to exercise joint ownership rights (and duly constituted co-operatives." The policy provides for the administration of communal land to be vested in land boards and traditional authorities. It provides for long-term leases (up to 99 years) for

the use of communal land, primarily for business purposes and including tourism concessions. The Communal Land Reform Act does not adequately confer exclusive group rights to land and resources, as provided for under the land policy, and has the potential to undermine existing rights to tourism and trophy hunting granted to local communities through the sector legislation discussed above.

Lessons Learned

One of the major challenges for the project is ensuring that the whole community — not just a few well positioned people — enjoy the benefits generated by conservancies. There is a danger that, once committees have been elected, they become self-serving and do not involve local residents in decision-making. The project has coped with this issue in a number of ways. First, when conservancies are being established, implementing agencies ensure that there is broad-based community participation in awareness meetings and in the decision to form the conservancy. Once a conservancy has been established, members are encouraged to develop a vision for what they want the conservancy to achieve. An integrated management plan is then developed that sets out how the vision will be achieved. This management plan covers the key aspects of governance required to operate the conservancy, including transparent and effective financial management, operating procedures, staff employment policies, procedures for transparent and participatory decision-making, accountability of the committee to members, and communication and information to members. The constitution of the conservancy provides the overall framework to determine the relationship between the committee and members. It establishes the requirement for holding an annual general meeting, the procedure for electing and replacing committee members, and defines the responsibilities and obligations of the committee. During the past year, the project has been encouraging conservancies to devolve decision-making authority to lower levels within the conservancy to promote localized participatory decision-making.

Another large challenge is to build the capacity of local communities to engage in the tourism market. One of the necessary pre-conditions is for communities themselves to have the access rights to tourism sites. In the past, the private sector gained access to sites for tourist lodges on communal land with little or no benefit going back to the communities. One of the aims of policy reform was to give communities access to prime tourism sites with the option of entering into contracts with the private sector for the development of these sites. However, the legislation giving rights to conservancies is somewhat ambiguous regarding tourism rights, and it needs strengthening. Without secure rights to tourism assets, communities have no real bargaining power with the private sector and will remain marginalized.

Furthermore, Namibian land legislation does not provide for secure and exclusive group tenure. Access to land and other natural resources remains unequal. Upon independence from South Africa in 1990, black or mixed-race Namibians were restricted to living in homelands constituting 41 percent of the land. A much smaller number of white commercial farmers held 43 percent of the land in freehold tenure. The balance was in unallocated state lands or for conservation purposes (approximately 14 percent). The former black homelands are now recognized as “communal areas.” Rural residents have access to use the land and its natural resources, but land ownership is vested in the state. This means that where conservancies allocate land specifically for tourism and wildlife, it is difficult for them to prevent outsiders from moving onto this land or using it for livestock grazing.

Another challenge is to develop an understanding of the tourism market and build community business skills. Conservancy committee members and local residents need to understand what international tourists are looking for in terms of accommodation and service standards. Committee members monitoring their joint venture agreements with the private sector need to understand such issues as the difference between turnover and profit, and the typically low returns on investment in the initial start-up years of a tourism business. Another related challenge is linking community-based enterprises with markets.

The project has dealt with these issues by providing targeted support to NGOs that work with community enterprises, particularly NACOBTA. This NGO provides business training to individuals and committees, assists in developing products, helps conservancies enter into joint-venture agreements, and works with community members to understand the needs of tourists and the needs of the market. NACOBTA also helps to market various community-based tourism enterprises and products.

Although some private-sector investors have shown interest in the communal areas of Namibia, investment has not been as high as originally anticipated. This is partly because of a perception that there is little security of tenure on communal land and that the risks are higher than investing on freehold land. The Namibian industry is dominated by small, often family-run tourism companies that do not have the capital to last through the often long negotiation process with communities to sign an agreement. With this tendency now recognized, the project has tried to broker partnerships between conservancies and larger well-established companies.

There are many lessons to be derived from the experience gained from implementing the LIFE project:

- ***The importance of local ownership and partnerships.*** The LIFE Project has benefited considerably from a strong sense of ownership over the project by the Namibian government and NGOs. This sense of ownership will contribute to the sustainability of the LIFE Project. Further, a strong partnership was developed between the project and the various implementing agencies. This partnership was developed initially through the LIFE Program Steering Committee, and has evolved into a formal organization, NACSO. This body has proved to be a useful coordination mechanism for structuring relationships between different organizations and agencies within CBNRM, as well as preventing duplication of activities. Its members have developed a common vision for CBNRM in Namibia, and one of the organization's major strengths is this sense of common purpose. NACSO provides part of the institutional framework for project sustainability.
- ***Long-term support is required for successful CBNRM projects.*** It takes many years for a national CBNRM program to evolve and mature and for community institutions to develop the capacity and internal legitimacy to be effective and efficient. Usually donor-funding horizons are too short to allow for incremental growth and progress at the pace dictated by community processes and dynamics and by government bureaucracies. The Namibian CBNRM program has benefited from more than 10 years of continuous donor support from USAID, which has provided a stable foundation for the program to grow and evolve over time. The next phase of USAID support from October 2004 through 2009 will build on this foundation.
- ***The balance between process and product.*** An important principle that has emerged from implementing the LIFE Project is that implementation needs to be based on process rather than the achievement of pre-determined "products" or "outcomes." A process approach to CBNRM focuses as much on the way products are produced as on the products themselves. Experience has shown that, in the long run, a good process is more likely to lead to a good outcome than a quick-fix approach that leaves many issues un-addressed. A process-oriented approach implies sufficient participation in decision-making by beneficiaries themselves. This approach gives beneficiaries the time to reach their own conclusions, enables them to shape the outcome rather than being presented with a fixed package, and acknowledges and deals with their concerns. The LIFE Project has successfully balanced getting the process right with meeting the product requirements.

Opportunities and Next Steps

CBNRM implies that communities are managing resources, but in practice, they are enforcing government poaching rules, rather than developing their own local-use rules. The Government of

Namibia is retaining most of the management authority. Conservancies are not allowed to make binding decisions on broader land management issues such as zoning of grazing, settlement, forest use, or private land enclosures authorized by Government of Namibia. Capacity needs to be built in community-led CBNRM-related NRM planning, including mapping and inventory information, that taps the knowledge of indigenous women and men. While there is a unique opportunity now to apply CBNRM practices to other valuable natural resources, such as forests, fisheries, grazing land, and water, it is not clear if the Government of Namibia will allow communities to engage more meaningfully in management decisions.

For the most part, there has been inadequate socioeconomic baseline data that can be used to document changes in household income, well-being, and poverty reduction. This data needs to be disaggregated by household type (female- or couple-headed households) and conservancy-related benefit streams should be researched for male and female household members. In addition, tools such as poverty mapping would be invaluable to give a clear picture of conservancy impacts.

Measurement systems need to be elaborated to capture other community, household, and individual benefits and changes including less tangible CBNRM achievements related to democracy-building, accountable and more representative governance, nutrition and health improvements, skill development, improved status of women and ethnic minorities, etc. This need will become particularly important as the conservancies are tasked with other development duties or managing other natural resources.

Conservancies, individually and collectively, need to become engaged in policy dialogues related to CBNRM and develop constituency skills related to advocacy and coalition-building. Given the size of Namibia, the dispersed nature of its population, the poverty of many conservancy members, and the status of communications technology in remote areas, networking among constituencies is an ongoing challenge.

Conservancies are filling a sub-regional local governance vacuum created by Namibia's post-independence administrative reforms. In some areas, conservancy leadership is not synonymous with traditional leadership. Conservancies are proliferating. The Government of Namibia is discussing the possibility of expanding the focus of conservancies beyond wildlife and applying this model to other resources. At the same time, decentralization is being discussed in Namibia and some regions have established development committees at different levels. It is not yet clear if this multiplicity of local institutions will be in the best interests of communities or the resources on which they depend.

As organized local bodies, conservancies could sponsor other social and economic programs. For example, conservancies could sponsor HIV/AIDS prevention and treatment programs. They could also help to introduce technology into rural areas, including information and communication technologies.

Conservancy membership has not necessarily translated into knowledge about, or participation in their activities. In a household survey for seven conservancies, it was found that only about one in four conservancy households knew about conservancy plans or their structures, and only about one in three households reported being conservancy participants. The study methodology does not indicate if women and men within households were interviewed separately. For this reason, their relative knowledge and participation related to conservancies is unknown.

Conservancy constitutions must include criteria to ensure that they contribute to improved governance and management of wildlife populations and also reduce poverty among members of those special districts by distributing collective and/or individual benefits equitably. These rules have produced systems of representation and accountability that meet fairly stringent criteria of democratic governance. At this early stage in their development, some of these institutional arrangements work better than others because the spirit and the letter of the enabling legislation are translated into practice. For example, in a few cases,

the costs and benefits of having wildlife were not always equitably or fairly distributed within a community.

Conservancy earnings can be allocated to collective goods (e.g., school or health infrastructure, roads, other kinds of community buildings). Earnings could be distributed by some formula to the members — for example, on a per capita basis. They could be invested in economic enterprises in the hopes that these would generate both employment opportunities for district members and increased standards of living in other ways.

More emphasis needs to be placed on the financial viability of conservancies and the development of the business skills of the conservancy committees and members. In addition, credit should be expanded for micro-, small- and medium-sized enterprises in rural areas and credit impediments for women should be addressed.

Finally, private-sector partners need greater incentives and security to make investments in remote, high-risk locations. The economic promise of conservancies has been premised largely on the development of tourism joint ventures.

To date, conservancy plans have not generally addressed contingencies, conflict management, or pro-poor safety net strategies. The support organizations for CBNRM need to attract or develop expertise in these areas.

LIFE Plus will build on the activities and successes of the two previous LIFE phases, while addressing some of these issues and opportunities. LIFE Plus has a new emphasis on diversification of resources and integrated resources management, particularly in conservancies that lack large wildlife populations or significant tourism attractions. Conservancies will remain the focus for provision of services and support, as they provide the institutional basis for management of common pool resources and for planning and coordinating local development activities.

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ANNEX 2.H: SRI LANKA

Project Name: The Sri Lanka Competitiveness Initiative — Tourism Cluster	Contract Number:
Project Duration: 1999-2004	Funding Mechanism: IQC - SEGIR/GBTI, Support for Economic Growth and Institutional Reform/General Business, Trade and Investment
Strategic Objective: 383-004 Increased Sri Lankan Competitiveness in the Global Marketplace	Budget: \$11,343,067
Donor Agencies/Partners: <ul style="list-style-type: none"> • Alliance Supporting Environment and Community through Ecotourism (SENCE) • Colombo University • J.E. Austin Associates • Nathan Associates • Peradeniya University • Sigiriya Heritage Foundation 	

Context

Sri Lanka's economic status has been in flux since the early 1990s. Its flagging economy rebounded between 1997 and 2000, with an average annual growth rate of 5.8 percent. In 2001, however, the country exhibited its first economic contraction, with average annual growth slowing to 1.4 percent. Power shortages, severe budgetary problems, a global economic recession, and continuing civil conflict triggered the economic decline. This decline has resulted in one-fifth of Sri Lanka's population living below the poverty line, an unemployment rate of 8.4 percent, and a host of environmental problems such as rampant deforestation, soil erosion, wildlife poaching, and coastal degradation from mining activities.

The complexity of the 21st century economy requires the adoption of new strategies and approaches to address new challenges. Expanding and developing the tourism industry and other cluster competition initiatives represent a viable path for economic reform. Currently, tourism is Sri Lanka's fourth largest source of foreign exchange after textiles and garments, private remittances, and tea. In 2000, the tourism industry captured \$253 million. During the same period, tourism employed 38,000 people directly and 53,000 indirectly, and accounted for seven percent of total employment.

Project Objectives

USAID designed Sri Lanka's Competitiveness Initiative to bring together representatives from business and government into "clusters" to develop appropriate strategies for improving economic competitiveness and efficiency. The broad initiative works with several industry clusters including ceramics, coir, jewelry, spices, and tourism. The Competitiveness Initiative centers on USAID's Strategic Objective SO4 – Foundation Set for Rapid and Sustainable Economic Growth. Project objectives are to ensure economic sustainability, raise environmental awareness, undertake long-term conservation and regeneration

activities, develop partnerships with local universities, and establish public-private partnerships. These objectives will be implemented through developing small- and medium-sized enterprises, improving market access, and increasing exports.

USAID Mission objectives, which parallel the tourism objectives set out by the Government of Sri Lanka, include the following:

- Increase international arrivals to nearly 800,000 annually, which average an annual growth of 10 percent
- Increase average per tourist expenditures from an average of \$49 per day to \$96 per day (a 4.5 percent annual growth rate)
- Increase total foreign exchange earnings to nearly \$890 million, an annual growth rate of 17.2 percent
- Increase hotel employment opportunities to more than 37,000 jobs, and other direct employment opportunities by 28,000 positions

The immediate goal of the tourism project is to construct a 20-room ecolodge in Siniharaja Biosphere Reserve to serve as a model of environmental best practices and management for other ecotourism ventures. Principles of energy efficiency, clean technology, and environmental education are integral to the project. Additional project goals include guide and business training, construction of a conservation biology research center and community arboretum, and the establishment of a Conservation Sustainable Development Trust Fund.

Approach

The Sri Lankan Tourism Cluster was formed in April 2000 to develop and implement a strategy for industry competitiveness, and position Sri Lanka as a recognized destination for sustainable, differentiated products and services. Ecotourism became the new “product” to broaden the tourism market and increase expenditures per tourist. Cluster participants include protected area managers, universities, local academic experts, community groups, regional tourism associations, managers of cultural sites, and other public-sector agencies.

The following strategies were designed to help project partners reach their objectives:

- ***Improve the tourism product mix.*** This initiative calls for developing high-yield tourism products that appeal to independent, high-spending tourists. The proposed products include ecotourism and adventure tourism, which are promoted locally by establishing associations, standards, and accreditation, and by undertaking demonstration projects.
- ***Upgrade tourism offerings.*** This initiative supports improving the product mix by adding value to and promoting unique Sri Lankan assets — for example, the Sigiriya region through the Sigiriya Sustainable Tourism Development Network and Program. It also calls for upgrading tourism on the southwest coast by transforming Galle Fort into a major attraction, capitalizing on its status as a UNESCO World Heritage Site.
- ***Modernize industry organization and key institutions.*** This activity supports creating a national, industry-led, promotion and marketing organization as a first step toward a public-private Tourism Authority driven by the private sector, setting up an industry Internet portal to stimulate destination marketing, and addressing human resource needs through development of the industry’s key education and training organization.

- **Reform the policy environment.** The goal is to shape policies that affect the tourism industry. These might include civil aviation policy, reforms to improve tourism-related infrastructure, policies for taxation, tourism planning and regulation, land planning, and environmental protection.

The Tourism Cluster Initiative project enhanced the capacity of Sri Lankan industries to:

- Understand the challenges and opportunities of globalization
- Research customer expectations about products made in Sri Lanka
- Analyze industry value chains to determine Sri Lanka's competitive position and to avoid leakage of profits
- Evaluate and implement "branding" positioning strategies
- Identify cost savings and quality control opportunities in improving industry supply chain in Sri Lanka
- Initiate or improve public-private dialogue on private sector development issues and promote policy reform
- Encourage foreign investment through marketing and research

This strategy was developed through community participation and an economic analysis to determine the effectiveness of cluster initiatives in generating positive economic impacts. Impact here is defined as the expected present value of additional net income generated directly by the project's cluster initiatives. Analyses focused on three screening criteria: highly probable, attributable, and quantifiable. The resulting impact assessment was then set against the cost of USAID support, giving a lower-bound benefit-cost ratio for the overall portfolio of cluster initiatives.

Monitoring and evaluation of the project were accomplished by conducting a triple-bottom line analysis prior to construction of the ecolodge and by pairing Sri Lankan architects, sociologists, and scientists with international collaborators to establish benchmarks.

Achievements

Project partners in the Competitiveness Initiative produced the following specific results:

- A feasibility study was completed and construction begun on a 20-unit ecolodge with a visitor interpretation center, research station, and nature trails. The cluster is working through the planning stage to develop a comprehensive feasibility report that can be used as a guideline for any operator wishing to develop a high-quality ecotourism product. The cluster has been working closely with experts from the Colombo and Peradeniya Universities, environmental experts, and ecotourism specialists, and there will be ongoing involvement of academic experts and the Forest Department to ensure maintenance of the principles of sustainability and conservation focus.
- The 240 km National Cycle Trail was launched to promote Sri Lanka as an adventure tourism and mountain biking destination.
- A public-private, industry-driven network was established to promote sustainable tourism interests within Sri Lanka and to draw tourism to the country.
- Industry clusters were supported for ceramics, coir, information and communications technology, jewelry, rubber, spices, tea, and tourism.
- The initiative worked with clusters to develop and publish business strategies that stress value, market orientation, and productivity.
- Workshops were organized on competitiveness.
- Strategy sessions were held on maximizing cluster participation in international markets while increasing sustained productivity and income gains.

- The initiative supported studies and technical assistance for cluster strategy implementation, public sector policy change, and public-private sector dialogue.
- Sri Lankan Chambers of Commerce and private associations were assisted in advocating reforms.
- The initiative obtained coverage for Sri Lanka in the 2001 Global Competitiveness Report.

Broader impacts of the project have included the following:

- Clusters have influenced policies to foster private-sector growth, and have redefined the role of public-private partnerships, which should promote economic development.
- The project has provided the government with technical assistance in developing policy, including an intellectual property rights policy and resulting law (passed June 2003).
- The project has increased training and education, which will generate more locally-retained revenue and result in improved living standards.

Lessons Learned

Proactive policies, legislation, and external technical assistance have positively influenced the implementation of Sri Lanka's Cluster Competitiveness Initiative. The Government of Sri Lanka has been a proponent of progressive private-sector growth. Policy-level support, coupled with industry support, may have leveraged private-sector development. Technical assistance was necessary to convert deliberations into well-focused actions and results. The cluster approach enhanced the impacts of technical assistance, because of the obvious advantage of supplying ideas, marketing arrangements, and technical information to multiple companies at once. The cluster approach encouraged private-sector cooperation because the initial technical and capital investments were not absorbed by individual businesses or organizations.

Experience gained from this project — one of the earliest USAID-funded projects to use the cluster approach — has shown that it takes longer than the three years that elapsed prior to the economic analyses for clusters to solidify as effective organizations, agree on strategic initiatives, and get activities underway. Much of the projected positive impact, therefore, lies in the future.

Numerous conditions have hampered realization of the cluster's full potential, particularly civil strife, historic dependence on low-yield mass tourism, lack of industry standards and quality training, insufficient marketing funds, poor transportation infrastructure, uncompetitive airfares, global recession, and international terrorist activities. However, Sri Lanka is showing signs of a slow recovery, with stock market and tourism industry showing marginal improvements. Long-term sustainability and competitiveness of industries, services, and exports will depend on strong environmental performance; a reliable, efficient, and cost-effective energy supply; and adequate policy, institutional, and infrastructure support.

Opportunities and Next Steps

There is a danger that, once the project ends, the clusters may lose momentum and become ineffective. Continued success of the cluster initiative will depend on ongoing infusion of technical assistance that helps the clusters convert deliberations into well-focused plans, actions, and results. Policy reform, product diversification, and institutional capacity building are consistent requirements for continued initiative success. Two specific actions that can help maintain momentum are to document success stories and broaden and refine estimates of economic impacts. Improvements to airport capacity and service, tourism and land planning, municipal regulations, and tax and incentives policy would further enhance Sri Lanka's tourism product.

Proposed activities not yet underway include creating a Sigiriya Sustainable Tourism Development Program, a synergy between public and private partners in the regions of Kandalama, Dambulla Habarana, Ritigala, Giritale, Polonnaruwa, Kala Wewa, Anuradhapura, and Trincomalee. Planned sustainable development projects include visitor centers, heritage and development information systems based on GIS and databases, a wireless tourist information system, and a multimedia show.

Product diversification could be realized through promotion of golf tourism, cruise tourism (at present only about 1 percent of cruise business goes to South Asia), and Ayurveda tourism, a special genre of spa tourism based upon centuries-old holistic medical tradition in Sri Lanka. Regional industrial fairs, cultural events, and professional sporting events could promote business or MICE travel, constituting 10 percent of current national travel.

Key institutions and industries can be strengthened by revamping the old tourism model, which is based on government centralization. A Sri Lanka Tourism Marketing Bureau could coordinate tourism activities and manage civil conflict through a crisis management unit, industry hotline, a travel advisory service, and by offering safety assurances. Human resources development is necessary to ensure that tourism professionals are well versed in hospitality, international tourist expectations, and foreign languages.

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ANNEX 2.I: TANZANIA

Project Name: Coastal Resource Management II: Tanzania Coastal Management Partnership	Contract Number:
Project Duration: 1997-2003	Funding Mechanism: Cooperative Agreement-CRM II Coastal Resources Management
Strategic Objective: 621-008 – Coastal and Wildlife Resources Conservation	Budget: \$3,470,000
Donor Agencies/Partners: <ul style="list-style-type: none"> • GreenCOM, Tanzania • National Environmental Management Council of the Vice President, Tanzania • United States Agency for International Development (USAID) • University of Rhode Island Coastal Resources Center (URI/CRC) 	

Context

Ranked 160 of 175 on the United Nations Development Programme’s Human Development Index, Tanzania is one of the world’s poorest nations, with a per capita income averaging \$280 per year. Almost 90 percent of the 17 million-person population is poor, lives in rural areas, and depends on natural resources for livelihoods in agriculture, livestock, forestry, fishing, mining, and tourism.

Since a series of political and economic reforms were implemented in the 1980s, Tanzania has experienced a relatively stable political climate. Significant measures have been taken to liberalize the Tanzanian economy along market lines and encourage both foreign and domestic private investment, and more active participation of the private sector in the economy. Agriculture dominates the economy, providing more than 60 percent of GDP and 80 percent of employment. Cash crops include coffee, tea, cotton, cashews, sisal, cloves, and pyrethrum. Tanzania’s industrial sector is one of the smallest in Africa, accounting for only about 10 percent of GDP.

Until recently, tourism has been a largely untapped sector for investment and revenue generation. Concerted efforts to develop the tourism industry in the mid-1990s were highly successful, and among African countries, Tanzania is now ninth in overall international tourist arrivals. Tourist revenues totaled \$260 million in 1995 and \$733 million in 1999. In 2001, tourism comprised 16 percent of the GDP and exhibited a 20 percent annual growth rate.

Project Objectives

Wildlife safaris and traditional hunting have been the foci of Tanzanian tourism, comprising 90 percent of the overall market (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001). Recently, however, coastal tourism and integrated coastal management have moved to the forefront of the tourism spectrum. This is significant because approximately eight million inhabitants and three-quarters of Tanzanian industries are situated along the country’s 500-mile coastline; coastal industries and products constitute a third of the national economy (United Republic of Tanzania 2003). Sustained tourism growth in the coastal regions could be an important tool to alleviate poverty and

mitigate pervasive natural resources degradation (e.g., mangrove harvesting, coral extraction, trawl and dynamite fishing, and sprawl pollution).

Poverty alleviation and resource protection were addressed as part of a larger coastal planning and management initiative by the Tanzania Coastal Management Partnership (TCMP) under a joint initiative between the Government of Tanzania National Environment Management Council, USAID, and the University of Rhode Island Coastal Resources Center. The partnership evolved from national and international environmental accords such as the National Environmental Action Plan (1997), Wildlife Policy (1998), National Tourism Policy (1999), Village Land Act (1999), and the National Vision 2025. Subsequent policies such as the National Coastal Strategy (2002) substantiate the TCMP mandate.

The partnership aimed to establish a foundation for effective coastal governance in Tanzania. Developing a national integrated coastal management program included better defining governance issues related to mariculture and tourism. The Coastal Tourism Working Group assessed the state of coastal tourism and provided guidelines and technical assistance specifically to Kilwa district.

Approach

Coastal tourism paradigms were developed under the National Environmental Policy framework, which is defined by the principles of ICM. ICM strives “to preserve, protect and develop coastal resources to ensure food security and support economic growth” (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001). TCMP works with the existing network of ICM programs and practitioners to facilitate a participatory, transparent process uniting government, community, science, natural resources managers, and public or private interests to conserve and sustainably develop Tanzania’s coastal ecosystems and resources.

The USAID pillar, “Biodiversity Conserved in Targeted Landscapes through a Livelihood-Driven Approach,” was the foundation for the accord. Integrated results related to the Coastal Resource Management Project were applied to conservation and development policies; participatory, landscape-scale conservation; and generating increased and equitable benefits from sustainable use of natural resources.

There were several national, regional, and project objectives of the partnership:

- Provide meaningful opportunities for stakeholder involvement in the coastal development process and the implementation of coastal management policies by improving conditions for ICM
 - Stakeholder involvement is ensured through community participation, co-management, and public review periods for district action plans, special area management plans, or economic use guidelines
- Develop streamlined investment procedures for coastal hotel development to promote inter-sector collaboration and facilitate coastal tourism investment
 - Inform local authorities of their rights and responsibilities under the Local Sector Reform Program
 - Encourage local investment
 - Conduct cost-benefit analyses of different hotels (guesthouses, luxury resorts, high volume etc.) and their investment incentives

- Improve accessibility to coastal tourism areas
 - Undertake needed transportation infrastructure maintenance (e.g., roads from Dar es Salaam to Bagamoy-Saadani-Pangani-Tanga and from Dar es Salaam to Kilwa-Lindi, bridge construction over the Pangani and Wami Rivers), and oversee a viable sea ferry and airline transport system
- Promote local investment in coastal tourism areas
 - Promote community-based goods and services such as handicrafts, foodstuffs, and guide and hospitality services
- Identify priority culturally and biologically diverse areas for coastal tourism development; conserve and restore critical habitats and areas of high biodiversity while ensuring that coastal people continue to benefit from the sustainable use of resources
 - Draft comprehensive management plans to promote tourism investment and destination management
 - Establish new marine parks that include ecosystems such as terrestrial game parks, wetlands, and mangrove forests
 - Gauge local knowledge, attitudes, and practices of conservation issues and sources of environmental degradation
- Support environmental planning and integrated management of coastal resources and activities at the local level and provide mechanisms to harmonize national interests with local need
 - Conduct community outreach and training, support district-level integrated coastal management processes, and provide grant funding and technical assistance to help address increasing environmental degradation and resource conflicts
 - Focus particularly on areas of new or rapid economic development, pollution “hot spots,” transboundary areas with significant existing management issues, and areas with pronounced erosion and flooding
 - Adhere to regional and international commitments
- Promote integrated, sustainable, and environmentally friendly approaches to develop major economic uses of the coastal resources that realize the greatest benefits
 - Use strategic tourism, agriculture, mariculture, industrialization and gas exploration and extraction as entry points to promote sustainable resource use and economic expansion
 - Work toward pollution control and abatement, transparent and cross-sector permitting, and convening issue-specific working groups to encourage sustainable development of coastal resources
- Develop an effective coastal ecosystem research, monitoring, and assessment system that will allow available scientific and technical information to inform ICM decision
 - Establish a scientific and technical working group to coordinate activities, research needs, and local knowledge for tourism and natural resources management professionals

Achievements

In 2001, the Coastal Tourism Working Group produced an analysis of Tanzania's coastal tourism environment. Coastal tourism investment guidelines were developed in 2003. These documents identified principle stakeholders, as well as constraints to active participation, in the development and operation of tourism programs and activities (Tanzania Coastal Management Partnership, 2001).

TCMP generated the following results:

- The Government of Tanzania approved the National Integrated Coastal Environment Management Strategy.
- Through training and mentoring, working group members learned to interact across disciplines and hierarchies, thus improving the relationships between various constituencies.

In addition, a number of cross-cutting results were achieved in four areas: natural resources management, poverty reduction, cultural and historic preservation, and women in development.

(1) Natural Resources Management

- Mariculture development guidelines were prepared through a two-year consultative, multi-sector, inter-disciplinary activity (Tanzania Coastal Management Partnership 2001). Mafia Island and Mnazi Bay Estuary Marine Parks drafted management plans and are currently evaluating reserve carrying capacity for tourists. (Tanzania Coastal Management Partnership, 2003). More than 121 small-scale mariculture operators from 11 coastal districts were trained in the use of mariculture guidelines developed by TCMP.
- USAID and the African Wildlife Federation designed a modern visitor's center in Tarangire National Park to increase visitation and visitor appreciation for the park. A gatehouse, pavilion, tourist kiosk, and a three-story treehouse compliment the park's interpretive displays and tourists facilities. Nine Tarangire communities also negotiated profitable partnerships with the private sector in conservation-based economic activities.
- A second visitor center was constructed in Lake Manyara National Park.
- Nearly 6,000 farmers from three districts encompassing the Ugalla Reserve were trained in livelihoods ranging from sunflower cultivation, apiculture, and pisciculture to agroforestry, generating \$30,000 in additional income for these villagers.
- In collaboration with GreenCOM, conservation clubs were established in local schools to work on activities such as creating nurseries. One school was a finalist for the Volto Adventure Environmental Award that showcases its activities to United Nations Development Programme.
- "Train the trainer" workshops were held for leaders of conservation organizations such as "Roots and Shoots" and "Malihai."

(2) Poverty Reduction

- Collaborative agreements between coastal villages and hoteliers on Chloe Island and Ushongo have resulted in a new market, health clinic, primary school, English literacy classes, and a town library (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001).

(3) Cultural and Historical Preservation

- The Chloe Island partnership also facilitated an oral history project and research into a local archaeological site (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group, 2001).

(4) Women in Development

- Women's groups replanted coastal mangroves to halt erosion and reestablish natural fish nurseries, and harvested seaweed for additional income.
- In 1990, Esilalei women formed the Naisho Women's Group to preserve their cultural identity and alleviate gender inequality and poverty. The Esilalei adopted CBNRM practices to promote livelihoods compatible with traditional Maasai lifestyle and preserve Kwakuchinja and the Greater Maasai Steppe. The community benefited from business training sponsored by the African Wildlife Federation and Tanzania's Sokoine University of Agriculture. Participants honed business skills by selling handicrafts in a USAID-funded artisan market whose revenues are regulated by a village council. As a result, the annual village income increased from \$400 in 2001 to \$700 in 2002, and more than \$2,050 in 2003 (USAID 2004, http://www.usaid.gov/stories/tanzania/ss_tanzania_culture.html).

Lessons Learned

Presently, Tanzania has many policies and law relating to the management of natural resources. According to USAID, "the challenge lies in ensuring that there is transparent and accountable application of those policies and laws, and that they are not inherently in conflict with one another" (USAID 2004). Strict monitoring and enforcement of these laws is necessary to curb rampant environmental degradation impacting coastal regions and the tourism economic base they support. Mangrove harvesting, coral mining, unsustainable fishing practices, and other economic activities that focus on short-term gain rather than long-term sustainability threaten the success of developing tourism and integrated coastal management agendas.

Throughout the term of the Coastal Resource Management Project, the environmental impact assessment (EIA) process has experienced problems. Current national guidelines for environmental impact assessments have not been legally adopted for, or adapted specifically to, coastal tourism. Provisional guidelines do not clearly differentiate the roles and responsibilities of different agencies charged with reviewing investment proposals.

The Tanzanian Coastal Management Program recognizes that there is an urgent need to develop a set of streamlined guidelines for coastal tourism investments. These guidelines would clarify the investment procedures depending on size, type, and location of investment, as well the roles and responsibilities of relevant government agencies at both the national and local levels. Streamlining guidelines for coastal tourism requires a holistic, industry-wide participatory approach, and review of potential conflicts of interest within the industry. In many instances, however, environmental impact assessments are financed and conducted internally by the businesses being assessed.

The process for acquiring land and title along the coast varies by district. The land acquisition process needs to be standardized throughout the country, with particular regard to the roles of local and central governments. Additionally, environmental impact assessments are typically conducted after land has already been obtained and are not currently linked to subsequent monitoring (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001). Monitoring plans should consider quality indices for critical habitats; water quality; fish landings; shoreline erosion and accretion; agriculture, mariculture, and industrial production; hotel occupancy; and other socioeconomic quality indices. Large-scale cashew and coconut production and pelagic fishing may have long-term deleterious effects upon the coastal ecosystems.

Other lessons learned concern expectations and incentives within the sector. Local communities should be encouraged to provide locally-grown products to hotels and hospitality industries. To do this, villagers need detailed information about quality standards as well as quantity required (Tanzania Coastal

Management Partnership Support Unit and Coastal Tourism Working Group 2001). Value-added taxes, which can consume up to 40 percent of gross hotel revenues, currently act as strong disincentives for tourism investment. Poor telecommunication in coastal areas is also a disincentive for tourism investment, as inadequate services affect reservations and even the supply of consumer goods and services (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001). Finally, there is an ongoing need to build environmental constituencies to manage coastal parks, reserves, and tourism destinations (Tanzania Coastal Management Partnership 2003). Particular attention must be given to balancing competing interests at all levels of governance.

Opportunities and Next Steps

Many tourism aspects, activities, and destinations remain underdeveloped in the coastal region of Tanzania. Improvements to infrastructure, tourism facilities, and destination management will enhance the ever-growing tourism sector in Tanzania. Marine sites with significant tourism potential include Mjimwema in Temeke Municipality, Masoko Pwani in Kilwa District, Simba Ulanga and Jaja in Rufiji District, Msimbati in Mtwara District, and the beaches on numerous near-shore islands, including Madete Beach, an important sea turtle nesting site.

Coastal forests, like Zaraninge Forest Reserve in Bagamoyo District, Pugu and Kazmzumbwi Forest Reserves in Kisarawe District are undervisited (Tanzania Coastal Management Partnership Support Unit and Coastal Tourism Working Group 2001). Likewise, the Saadani Game Reserve only receives 420 arrivals per year. Thermal pools in Rufiji and Mafia Districts are additional potential tourist destinations. The promotion of activities such as *taraab* music performances, artisan fishing, agricultural and handicraft production, and sport fishing can also help boost Tanzania's tourism sector.

Infrastructure improvements that are needed include improved road, air, and sea access to coastal sites and expanding the scope of tourist facilities and accommodations outside urban centers. Regions promoting hotel development include Pangani-Saadani-Bagamoyo Region, the Kilwa area, and Mafia Island.

Many cultural and historic sites in Tanzania have fallen into disrepair because of overgrowth of vegetation, livestock and water damage, and uncontrolled visitation in sites with a limited tourist carrying capacity. Restoration and preservation of these sites would be enhanced by installation of trained staff and the active integration of tourism elements into site management plans. Decentralized community "guardianship" and co-management of cultural and historic sites can contribute to improving this situation.

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ANNEX 3.

SOURCES FOR ADDITIONAL INFORMATION ON INTERNATIONAL TOURISM AND DEVELOPMENT

International Organizations

Canadian International Development Agency (CIDA)

URL: <http://www.acdi-cida.gc.ca/index-e.htm>

CIDA's mandate is to support sustainable development in developing countries to reduce poverty and contribute to a more secure, equitable, and prosperous world. Its work is concentrated in the poorest countries in Africa, Asia, and Latin America.

Conservation International

URL: <http://www.conservation.org/xp/CIWEB/programs/ecotourism/>

Conservation International works to ensure that local people benefit from tourism, and that communities receive training and support to establish and manage their own ecotourism businesses.

Danish International Development Agency (DANIDA)

URL: <http://www.um.dk>

Reducing poverty in developing countries is central to Danish development cooperation priorities. A number of cross-cutting themes are built into DANIDA's development assistance: women's participation in development, the environment, promotion of democracy and observation of human rights. These crosscutting themes are integrated into DANIDA's development activities more generally.

Development Assistance Network for Tourism Enhancement and Investment (DANTEI)

URL: <http://www.dantei.org/>

DANTEI is designed to facilitate global communications by addressing tourism-relevant information disconnects between host countries and destinations, donors, government and NGO aid recipients, researchers, investors and development practitioners.

Department for International Development (DfID)

URL: <http://www.dfid.gov.uk>

The Department for International Development is the part of the U.K. government that manages Britain's aid to poor countries and works to eradicate extreme poverty.

European Union

URL: http://europa.eu.int/comm/enterprise/services/tourism/index_en.htm

The European Union is a unique, treaty-based, institutional framework that defines and manages economic and political cooperation among its fifteen European member countries.

George Washington University (GWU)

URL: <http://www2.gwu.edu/~cps/about.html>

The College of Professional Studies focuses on the acquisition and distribution of applied knowledge in both established and emergent professional fields, including tourism.

German Technical Cooperation (GTZ)

URL: <http://www2.gtz.de/international-services/index1.asp>

GTZ International Services works to improve social, infrastructural, and environmental conditions in partner countries. Its goal is to achieve sustainable development through a combination of strictly results-oriented services and close regional cooperation.

Global Environmental Facility (GEF)

URL: <http://www.gefweb.org/>

GEF grants support projects related to biodiversity, climate change, international waters, land degradation, the ozone layer, and persistent organic pollutants.

Green Globe 21

URL: <http://www.greenglobe21.com/>

Green Globe 21 is the worldwide benchmarking and certification program that facilitates sustainable travel and tourism for consumers, companies, and communities.

Inter-American Development Bank (IDB)

URL: <http://www.iadb.org/>

The IDB is the main source of multilateral financing for economic, social, and institutional development projects as well as trade and regional integration programs in Latin America and the Caribbean.

The International Ecotourism Society (TIES)

URL: <http://www.ecotourism.org/>

TIES promotes responsible travel to natural areas that conserves the environment and improves the well-being of local people by:

- ◆ Creating an international network of individuals, institutions, and the tourism industry
- ◆ Educating tourists and tourism professionals
- ◆ Influencing the tourism industry, public institutions, and donors to integrate the principles of ecotourism into their operations and policies

International Finance Corporation (IFC)

URL: <http://www.ifc.org/>

IFC recognizes tourism's contribution to economic development primarily through the support of hotel investments; IFC also finances private-sector tourism infrastructure and other tourism activities.

International Labor Organization (ILO)

URL: <http://www.us.ilo.org/>

The ILO promotes decent work for all men and women through: (1) the promotion of fundamental principles and rights at work; (2) more opportunities for women and men to secure decent employment and income; (3) enhanced coverage and effectiveness of social safety nets; and (4) strengthened dialogue between government, business, and labor.

International Monetary Fund (IMF)

URL: <http://www.imf.org/>

The IMF is working to foster global monetary cooperation, secure financial stability, facilitate international trade, promote high employment and sustainable economic growth, and reduce poverty.

Italian Development Cooperation (IDC)

URL: <http://www.italcoop.org.sz/>

The IDC has the mandate of implementing and coordinating programs financed by the Italian government and directed towards developing countries.

The Multi-lateral Investment Fund — Latin America and the Caribbean

URL: <http://www.iadb.org/mif>

MIF projects test new development approaches and promote inclusive economic growth. The central goal is to use grants and investments to demonstrate new ways to develop micro and small enterprise, build worker skills, strengthen environmental management, and improve the functioning of financial and other markets.

National Geographic Society

URL: <http://www.nationalgeographic.com/travel/sustainable/>

National Geographic Society has a program to increase knowledge about sustainable tourism and destination stewardship. It works with residents, visitors, and professionals on geo-tourism: tourism that supports the geographical character of the place being visited, including its environment, culture, heritage, aesthetics, and the well-being of its citizens.

The Nature Conservancy (TNC)

URL: <http://www.nature.org/ecotourism>

The Nature Conservancy Ecotourism Program uses guidelines, publications, training opportunities and technical assistance to help its partners and others develop ecotourism enterprises that are culturally, environmentally, and economically viable.

Netherlands Development Organization (SNV)

URL: <http://portal.snvworld.org/public>

SNV aims to strengthen their partners to improve the income generating capacity of local communities, create a fair influence over the way they are governed, and benefit from the natural resources surrounding them while sustaining the environment for future generations.

Organization of American States — Inter-Sector Unit for Tourism

URL: <http://www.oas.org/tourism/home.htm>

The Inter-Sector Unit for Tourism was created to strengthen the tourism group of the Organization of American States and their activities in the tourism sector.

Rainforest Alliance

URL: <http://www.rainforestalliance.org>

The mission of the Rainforest Alliance is to protect ecosystems and the people and wildlife that depend on them by transforming land-use practices, business practices, and consumer behavior. To create international recognition of sound tourism certification programs and make their standards widely available to local and regional groups, the Rainforest Alliance conducted a study to establish the feasibility of an international Sustainable Tourism Stewardship Council.

Spanish Agency for International Cooperation (AECI)

URL: <http://www.aeci.es/Default.htm> (site available only in Spanish)

Through its international cooperation AECI works for sustainable social and economic development and poverty reduction. To this aim, AECI's initiatives are geared toward contributing to security and peace, humanitarian assistance, the strengthening of democratic systems, and the extension of human rights for all.

Swiss Agency for Development and Cooperation (SDC)

URL: <http://web.mit.edu/urbanupgrading/upgrading/resources/organizations/sdc.html>

The primary philosophy of SDC is to fight poverty through participatory programs, creating sustainable improvements in peoples' lives by involving them in the process. Its main intentions are to improve

access to education and basic health care, promote environmental health, encourage economic and governmental autonomy, and improve equity in labor.

United Nations Conference on Trade and Development (UNCTAD)

URL: <http://www.unctad.org/Templates/StartPage.asp?intItemID=2068>

UNCTAD promotes the development-friendly integration of developing countries into the world economy. UNCTAD shapes current policy debates and thinking on development, with a particular focus on ensuring that domestic policies and international action are mutually supportive in bringing about sustainable development.

United Nations Development Programme (UNDP)

URL: <http://www.undp.org/>

UNDP is the UN's global development network, an organization advocating for change and connecting countries to knowledge, experience, and resources to help people build a better life. UNDP's network links and coordinates global and national efforts to reach the Millennium Challenge Goals.

United Nations Environment Program (UNEP) Tourism Programme

URL: <http://www.uneptie.org/pc/tourism/>

The program works to provide leadership and encourage partnership in caring for the environment by inspiring, informing, and enabling nations and peoples to improve their quality of life without compromising that of future generations.

United Nations Educational, Scientific and Cultural Organization (UNESCO)

URL: <http://portal.unesco.org/en/ev.php->

[URL_ID=15006&URL_DO=DO_TOPIC&URL_SECTION=201.html](http://portal.unesco.org/en/ev.php-URL_ID=15006&URL_DO=DO_TOPIC&URL_SECTION=201.html)

UNESCO multiplies and reinforces educational, scientific, and cultural relations, pursuing two closely linked objectives: development that must also respond to a full range of human aspirations without jeopardizing the heritage of future generations; and establishment of a Culture of Peace, based on education for responsible citizenship and full participation in democratic processes.

United States Agency for International Development (USAID)

URL: <http://www.usaid.gov>

USAID is an independent federal government agency that receives overall foreign policy guidance from the Secretary of State.

USDA Forest Service

URL: <http://www.fs.fed.us/>

The Forest Services uses an ecological approach to the multiple-use management of the National Forests and Grasslands. The Forest Service provides international technical assistance and scientific exchanges to sustain and enhance global resources and to encourage quality land management. In addition, it helps States and communities use the forests wisely to promote rural economic development and a quality rural environment.

National Oceanographic and Atmospheric Administration (NOAA)

URL: <http://www.noaa.gov/index.html>

NOAA works to understand and predict changes in the Earth's environment and conserve and manage coastal and marine resources to meet our nation's economic, social, and environmental needs.

USDI National Park Service – Office of Tourism

URL: <http://www.nps.gov/tourism>

The Office of Tourism provides overall direction and support for the National Park Service's tourism program. It is the liaison to the White House, the Department of State, and other government departments and agencies on tourism issues. It is the primary point of contact for national and international travel and tourism industry officials and professionals.

USDI Fish and Wildlife Service

URL: <http://www.fws.gov/>

The mission of the U.S. Fish and Wildlife Service is to conserve, protect, and enhance fish, wildlife, and plants and their habitats for the continuing benefit of the American people. The Service works with other government agencies in building a partnership-based approach to stewardship through conservation through cooperation, communication, and consultation.

University of Rhode Island/Coastal Resources Center (CRC)

URL: <http://www.crc.uri.edu/>

CRC mobilizes governments, businesses, and communities around the world to work together as stewards of coastal ecosystems. It strives to define and achieve the health, equitable allocation of wealth, and sustainable intensities of human activity at the transition between and the land the sea.

Wildlife Conservation Society (WCS)

URL: <http://www.wcs.org/>

The Wildlife Conservation Society saves wildlife and wild lands through careful science, international conservation, education, and the management of the world's largest system of urban wildlife parks.

The World Bank Group

URL: <http://www.worldbank.org>

The World Bank is a development bank that provides loans, policy advice, technical assistance and knowledge sharing services to low and middle-income countries to reduce poverty.

World Conservation Union (IUCN)

URL: <http://www.iucn.org/>

IUCN works to apply sound ecosystem management to demonstrate how this is the only way to sustainable livelihoods for those directly dependent on natural resources. IUCN has been actively engaged in restoring ecosystems and regenerating people's lives, economies, and societies.

World Tourism Education Council

URL: <http://www.world-tourism.org/education/council/menu.html>

The WTO Education Council maintains information databases in tourism education, training, and research and undertakes other initiatives to support that international knowledge community.

World Tourism Organization (WTO/OMT)

URL: <http://www.world-tourism.org>

The WTO/OMT, a specialized agency of the United Nations, serves as a global forum for tourism policy issues and practical source of tourism know-how.

World Travel and Tourism Council (WTTC)

URL: <http://www.wttc.org/>

WTTC's mission is to raise awareness of the full economic impact travel & tourism. Governments are encouraged to unlock the industry's potential by adopting the Council's policy framework for sustainable tourism development.

Internet Resources

<http://www.ecoclub.com>

This clearinghouse for ecotourism information includes jobs, events, publications, university courses, and finance sources.

<http://www.nric.net>

This site compiles information on USAID natural resources management and sustainable tourism projects from 2000 onward.

<http://www.planeta.com>

This Web site presents articles and discussion about the environment and travel. Several resources including "Exploring Ecotourism Resource Guide" are available.

<http://www.world-tourism.org/step/step.htm>

ST-EP (Sustainable Tourism - Eliminating Poverty), a WTO program, focuses on longstanding work to encourage sustainable tourism (social, economic, and ecological), which specifically alleviates poverty, bringing development and jobs to people living on less than \$1 a day. It targets the world's poorest countries, particularly in Africa and developing states in general.

Additional Resources

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